



# Cabinet Meeting

## 4 March 2014

<b>Report title</b>	Wolverhampton Homes Annual Delivery Plan 2014-15	
<b>Decision designation</b>	RED	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson Economic Regeneration and Prosperity	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Tim Johnson, Education and Enterprise	
<b>Originating service</b>	Housing Services	
<b>Accountable employee(s)</b>	Kenny Aitchison	Service Manager Housing Strategy and Development
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<b>Report to has been considered by</b>	Vibrant, Safe and Sustainable Communities Scrutiny Panel	30 January 2014

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### Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Accept the Wolverhampton Homes Annual Delivery Plan 2014-15 and recommend its approval by full Council.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek Cabinet acceptance of the Wolverhampton Homes Annual Delivery Plan 2014-15 and to recommend adoption of the plan by Full Council.

## **2.0 Background**

- 2.1 Under the terms of the management agreement between Wolverhampton City Council and Wolverhampton Homes, the latter has to produce an Annual Delivery Plan. Drawn up in consultation with the Council the Annual Delivery Plan sets out:
- How Wolverhampton Homes will manage and maintain council owned properties for the financial year 2014-15
  - The revenue, capital and staffing resources available to deliver the above services
  - Wolverhampton Homes' contribution to meeting the wider strategic objectives of the Council and the Local Strategic Partnership
- 2.2 The management agreement also requires that the final version of the Annual Delivery Plan is considered and endorsed by the Delivery Plan Monitoring Group. This group is chaired by the Cabinet Member for Economic Regeneration and Prosperity and its membership drawn from senior officers and Board members of Wolverhampton Homes and the Council, together with representatives of the Wolverhampton Federation of Tenants Associations.
- 2.3 The Delivery Plan Monitoring Group receives quarterly reports from Wolverhampton Homes on the progress against the Annual Delivery Plan, enabling the group to monitor the outcomes against the activities detailed in the Action Plan (Appendix 2 of Delivery Plan) and the Key Performance Targets detailed (Appendix 3 of the Delivery Plan).
- 2.4 Wolverhampton Homes progress towards achieving performance indicator targets (Appendix 3 of the Delivery Plan) are also monitored monthly or quarterly, as appropriate, at joint performance monitoring meetings between Council employees and officers from Wolverhampton Homes.

## **3.0 Annual Delivery Plan 2014-15**

- 3.1 The contents of the Annual Delivery Plan 2014-15 have been negotiated between Wolverhampton Homes and Council employees over the past three months. The Council's input was led by the Housing Strategy and Development Team and Finance.
- 3.2 At the meeting of the Delivery Plan Monitoring Group on 13 February 2014 the group endorsed the Annual Delivery Plan recommending it to the Council and the Board of Wolverhampton Homes for their acceptance. The Annual Delivery Plan must be accepted by both organisations before the end of March 2014 to allow implementation on 1 April 2014.

- 3.3 The Annual Delivery Plan was submitted for pre-scrutiny review by the Vibrant, Safe and Sustainable Communities Scrutiny Panel on 30 January 2014. The Annual Delivery Plan was well received and members of the panel were reassured that performance is monitored by the Council with regular reports being presented to the Cabinet (Performance Management) Panel.
- 3.4 The Annual Delivery Plan sets out how Wolverhampton Homes proposes to deliver services and support the strategic objectives of the Council.
- The Financial Plan section details the allowances and other income within which expenditure on the delivery of the Plan must be achieved and contained.
  - The Human Resource Plan sets out in detail the need for organisational change within Wolverhampton Homes in 2014-15 in order to facilitate the continued realignment of resources required to cope with the general challenges of Welfare Reform and the specific need to focus on income recovery.
- 3.5 Appendix 1 of the Annual Delivery Plan shows the Performance Review Arrangements which are reviewed annually as part of the Delivery Plan negotiations.
- 3.6 2014-15 is the final year of the Decent Homes Programme. Funding for the final year has been approved by the Homes and Community Agency. Wolverhampton Homes will improve approximately 1750 Council owned properties to the Decent Homes Standard with approximately 1200 properties in priority neighbourhoods.
- 3.7 It is important that the Decent Homes Programme will (as previously) contribute to and align with the delivery of wider regeneration outcomes in the city. The programme will continue to create local employment and training opportunities to help address the issue of unemployment in the City. "Local" is defined as people living within the boundaries of Wolverhampton City Council.
- 3.8 The Priorities Action Plan Appendix 2 details how the aims and objectives of the delivery plan will be achieved.
- 3.9 The Delivery Plan contains the performance indicator targets agreed between the Council and Wolverhampton Homes for 2014-15 in Appendix 3.

#### **4.0 Financial implications**

- 4.1 The financial implications of the Annual Delivery Plan 2014-15 are set out on pages 9 to 14 of the plan. The Annual Delivery Plan is consistent with the approved Housing Revenue Account (HRA) Business Plan.

[CF/20022014/G]

## **5.0 Legal implications**

5.1 The Annual Delivery Plan forms part of the contractual management agreement between Wolverhampton City Council and Wolverhampton Homes.

[JH/19022014/Z]

## **6.0 Equalities implications**

6.1 This report has equality implications in that the delivery of services via the Wolverhampton Homes Delivery Plan will provide housing management services and improvements for residents living in the social housing stock in the City, many of which are situated within the priority areas.

## **7.0 Environmental implications**

7.1 There are no direct environmental implications from this report, however, the delivery of the Decent Homes programme and other estate and property based programmes will contribute to the improvement of living conditions, enhance the visual appearance of neighbourhoods and investment in the housing stock will contribute towards reducing carbon emissions.

## **8.0 Human resources implications**

8.1 There are no direct human resources implications emanating from the Annual Delivery Plan for the Council. The monitoring of the plan will be carried out by Housing Services within current staffing resources. However, the implications of the Council's savings programme proposals will potentially have a detrimental impact upon the Housing Strategy and Development team's ability to fully manage the performance of Wolverhampton Homes. Section 4 of the annual Delivery Plan sets out in detail the human resources implications and the need for organisational change within Wolverhampton Homes in 2014-15.

## **9.0 Schedule of background papers**

- 9.1 Wolverhampton Homes Annual Delivery Plan 2014-15
- Appendix 1 Wolverhampton Homes Annual Delivery Plan 2014-15 – Performance Review Arrangements
  - Appendix 2 Wolverhampton Homes Annual Delivery Plan 2014-15 – Priorities Action Plan
  - Appendix 3 Wolverhampton Homes Annual Delivery Plan 2014-15 – Targets

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[NOT PROTECTIVELY MARKED]



Wolverhampton Homes

# **Delivery Plan 2014-15**

Version: v11

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## **INTRODUCTION**

Welcome to the Wolverhampton Homes Delivery Plan 2014-15. This has been developed to show how the key priorities of the Business Plan 2013-18 will be realised and agreed with tenant representatives and Wolverhampton City Council (the Council).

This plan demonstrates how Wolverhampton Homes will support the Council's priorities in relation to the Wolverhampton City Strategy 2011-26, the Wolverhampton Housing Strategy 2013-18 and the Local Investment Plan 2010-14.

The key priority continues to be the delivery of the Decent Homes programme and with the signing of the Strategic Construction Partnership contract Wolverhampton Homes is now able to complete decent homes works to all council homes and maintain the housing stock at a decent level moving forward as well as undertaking works to improve the living environment outside of the home.

Wolverhampton Homes seeks to provide, and continually improve, excellent Housing Services. Although there is no longer a prescribed inspection regime, we will subject ourselves to any external peer review that seems appropriate to maintain these high standards. In addition to this we are well placed for co-regulation with an independently appointed Review Panel of tenants.

The Council and Wolverhampton Homes continue to face significant challenges with welfare reform changes which commenced in April 2013. Wolverhampton Homes is working closely with the Council and other bodies to try to ensure that all affected tenants are aware of the implications. We will put support in place to help tenants adjust to the consequences of the reforms.

The value for money strategy Wolverhampton Homes has operated in previous years has paid dividends and will absorb a nil increase in the management fee. It can also fulfil the original ambition of savings on back room costs so that more front line services can be funded for tenants. Examples of where savings have been utilised include resources being allocated to acquire properties previously sold under the Right-to-Buy scheme and the Learning Employment and Achievement Programme (LEAP) which aims to enhance the employment prospects of tenants; this will continue throughout 2014-15.

Working closely with tenants, leaseholders, other key stakeholders and the Council, Wolverhampton Homes has the potential to make a real difference to the lives, not only of its customers, but also to the wider community. The Review Panel will play a more significant role in ensuring that our service delivery is properly scrutinised and Wolverhampton Homes will continue to support and encourage tenant involvement in the shaping of services.

Sue Roberts MBE (Chair)

Cllr. Peter Bilson Wolverhampton Homes  
(Cabinet Member)  
Wolverhampton City Council

## 1. Wolverhampton Homes' management responsibilities and performance framework

### 1.1 Stock managed

The table below shows the number and location of the rental and leasehold housing managed by Wolverhampton Homes. It also shows the number of properties managed by Wolverhampton's four Tenant Management Organisations (TMO's).

Wolverhampton Homes is responsible for the Decent Homes programme of works to all Council owned homes, including those managed by the TMO's.

#### Number of properties managed (as at 31 December 2013)

TOTAL PROPERTIES	31 Dec 13
Bilston	5953
Merry Hill	6290
Wednesfield inc Heath Town/Low Hill	8649
<b>Sub total</b>	<b>20892</b>
Private sector leasing	48
Leasehold Properties	2016
<b>Wolverhampton Homes Total</b>	<b>22956</b>
<b>Properties Managed by TMO's</b>	
Bushbury Hill EMB	845
Dovecotes TMO	833
New Park Village TMC	301
Springfield Horseshoe HMC	277
<b>Total Managed by TMO's</b>	<b>2256</b>

### 1.2 Overview of governance and operational arrangements

1.2.1 Wolverhampton Homes is an arms-length management organisation (ALMO). It is a company limited by guarantee, wholly owned by the Council.

Launched in October 2005, its main aims are to ensure that the Council's entire housing stock achieves the government's Decent Homes Standard, to improve the quality of services relevant to the homes that it manages and to contribute to the achievement of local strategic priorities.

1.2.2 A Board, of five Council nominees, five tenants and five independent members, is responsible for the strategic direction of Wolverhampton Homes. Operational arrangements are led by the senior management team consisting of a Chief Executive and directors of Property Services, Resources, Housing, and Corporate Services.

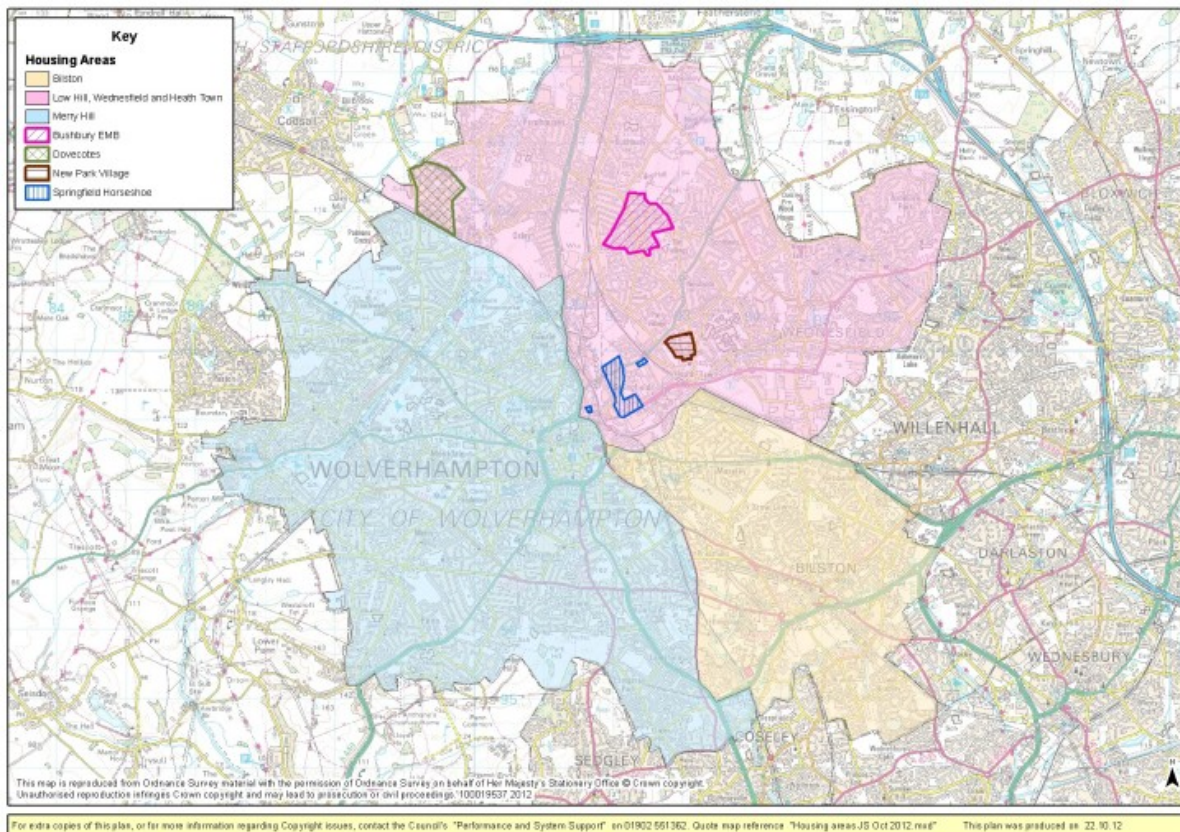


1.2.3 The importance of involving tenants and leaseholders in influencing decisions about service planning and delivery is reflected in Wolverhampton Homes' governance and operational arrangements. In addition to representation at board level, a comprehensive range of formal and informal involvement mechanisms has evolved.

These include:

- Review Panel carrying out tenant led scrutiny of our services
- Wolverhampton Federation of Tenants Associations
- Bi-annual tenants summit introduced in 2011
- Four local "Get Togethers" held quarterly in each of our management areas
- Tenants and Residents Associations representing tenants at estate level
- Special Interest Groups (SIGs) looking at service delivery arrangements in detail
- All Cultures One Voice (ACOV)
- Consultation Register of tenants and leaseholders who have volunteered to be involved in opinion surveys, focus groups and short-term informal involvement initiatives
- Mystery shopping
- Tenant led audits and inspections
- Focus groups and satisfaction surveys

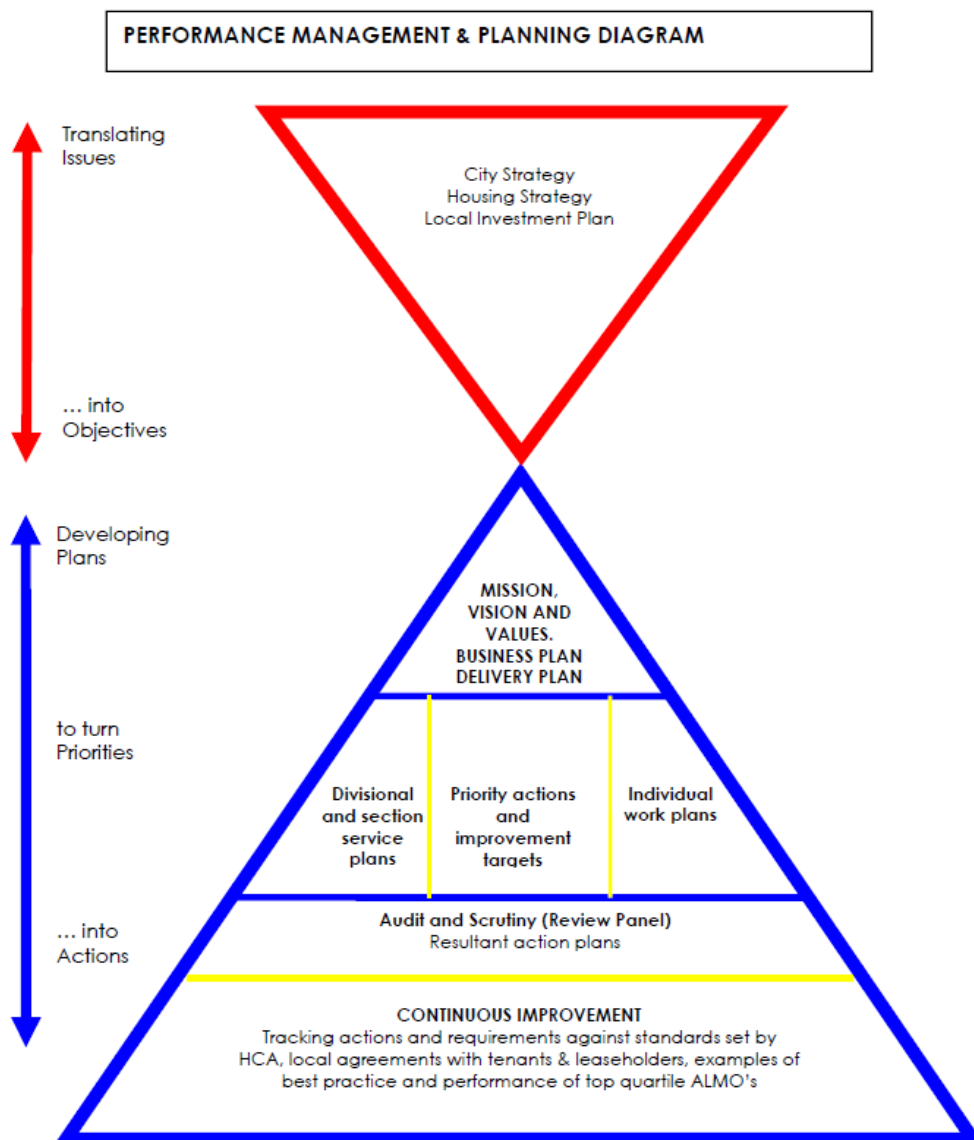
1.2.4 The operational areas and coverage of our three housing management areas are shown in the following map.



### 1.3 Performance framework

1.3.1 Wolverhampton Homes' Performance Management and Planning Framework, illustrated by the diagram below, describes how local strategic priorities set the context for its medium term business plan, annual delivery plan priorities and performance targets. Divisional service plans and action plans supporting key strategies set out how these will be delivered. Services are reviewed on a regular basis to ensure that any changes in legislation or regulatory requirements are met.

1.3.2 Wolverhampton Homes has implemented a refreshed performance management and quality framework which moves the focus from a suite of performance indicators that were required by the Government and Audit Commission to a streamlined suite of key performance indicators that reflect business and customer priorities. We have introduced a three year audit plan which identifies all aspects of scrutiny work including: quality and environmental audits, external audit function, review panel reviews, service reviews, risk management and health and safety.



Wolverhampton Homes achieved the highest possible rating, 3 stars with excellent prospects for improvement, following re-inspection by the Audit Commission in November 2010.

- 1.3.3 Wolverhampton Homes is monitored by the Council within the terms of the Management Agreement; a new 15 year Management Agreement was agreed and implemented during 2013-14. The Performance Review Arrangements document, Appendix 1, which has been agreed by both parties sets out how this monitoring will be undertaken.

## **2. Supporting local priorities and priority actions for 2014-15**

### **2.1 Business Plan 2013-18**

2.1.1 With the completion of the new fifteen year management agreement signed in 2013 a new five year business plan has been developed. The Business Plan sets out how Wolverhampton Homes will support the Council's key strategies and meet customer requirements.

2.1.2 The key priorities for the medium term are:

- Supporting the Council's City and Housing Strategies
- Next steps following the completion of Decent Homes and the development of the new Strategic Construction Partnership
- Responding to changes with the economy, further welfare benefit reforms and the reductions in public sector spending
- Improving services and satisfaction for leaseholders
- Maintaining excellent services
- Moving more customers to receiving services and communicating with us on-line (Channel Shift)
- Staff engagement and changing the employment model
- Delivery of new (commercial) services
- Employment and training (LEAP)

Wolverhampton Homes recognises and welcomes the key role it can play in supporting the wider Council objectives for economic recovery and growth and improved housing opportunities for all residents.

### **2.2 Action plan for 2014-15**

2.2.1 Some actions from the previous action plan, particularly around the impact of welfare reform, will continue to impact on service delivery but will not be shown in the action plan going forward.

2.2.2 Appendix 2 shows how Wolverhampton Homes will take forward the key priorities from the business plan during 2014-15.

### **2.3 Performance indicators and targets for 2014-15**

2.3.1 Appendix 3 sets out the key performance indicators and targets relevant to the Delivery Plan 2014-15. These are not the entire suite of performance indicators used by Wolverhampton Homes as the basis for monitoring and improving services but those that are most relevant to the priorities set out above and in the action plan at Appendix 2.

- 2.3.2 During October 2013 Wolverhampton Homes started a pilot repairs system for some estates. This allows the tenants on those estates to request their own response repairs appointments rather than being constrained by the traditional classifications of emergency, urgent or routine repairs.
- 2.3.3 This pilot repairs system, if successful, may be rolled out for all tenants managed by Wolverhampton Homes. Should this rollout take place the repairs performance indicators and targets identified in appendix 3 will have to be reviewed as they are unlikely to be meaningful in their present form.

### **3. Financial Plan for 2014-15**

- 3.1 The financial environment for local authority social housing has been changed significantly by the implementation of the self-financing Housing Revenue Account (HRA) business plan. This means that the Council has been able to produce a 30 year business plan for the HRA to cover both revenue and capital expenditure. The new self-financing model provides the Council with greater flexibility within the HRA.
  - 3.1.1 For the purposes of reporting on the HRA business plan the Council divides the year into four, thirteen week periods, and reports on a quarterly basis. At the end of quarter one, 2013-14 the Council reported a balanced position for the 30 year HRA business plan. The second HRA business plan quarterly report showed an adverse movement of £249,000,000. This is only the second HRA business plan quarterly update that has ever been produced and it indicates that the overall position can change dramatically from quarter to quarter. Small changes in assumptions about a variable such as Right-to-Buy sales can have a very big impact over thirty years.
  - 3.1.2 One result of this movement on the quarterly HRA forecast was a reduction in the forecast management fees for Wolverhampton Homes over the next five years. The assumption as at quarter one was that the management fee would be frozen for 2014-15 but then increase by 3% per year in line with inflation. The quarter two update changed this assumption to an indicative on-going cash freeze for the whole of the next five years.
  - 3.1.3 Wolverhampton Homes will have to make savings or draw on reserves to meet the impact of inflation for 2014-15 and beyond. Comparing management fee forecasts in the quarter one and quarter two reports produces a reduction in total fees payable to Wolverhampton Homes of £11,800,000 overall for the period to March 2019.
  - 3.1.4 Any forecast normally becomes less predictable and uncertain with time. Consequently, predictions in the 2013-14 quarter two report about management fees can be taken to be fairly accurate for 2014-15 and 2015/16. However, less confidence can be applied to the longer term forecasts (2016-17 and beyond).
  - 3.1.5 Wolverhampton Homes has built its budget for 2014-15 around the assumption of a cash freeze and currently anticipates and plans on a similar position for 2015-16. Savings options are being assessed to address the forecast budget shortfall for 2015-

16. Looking further ahead different scenarios are also being assessed, e.g. some limited allowance for inflation costs within the management fee. Wolverhampton Homes' approach to medium term financial planning is not to carry out dramatic cuts to services now, on the basis of a long-term position from 2016-17 that may change. The position will be reassessed next year following the 2014-15 quarter two HRA report.

### 3.2 **Addressing potential future revenue funding challenges**

- 3.2.1 In spite of redirecting £1,000,000 of its 2012-13 management fee back to the Council to fund the purchase of 10 Right-to-Buy properties, Wolverhampton Homes' spending only exceeded its management fee by £23,000 in 2012-13. This shows the extent to which Wolverhampton Homes was able to manage within its resources in 2012-13. Pressures have increased due to the management fee being frozen for 2013-14 and the continuance of the freeze into 2014-15.
- 3.2.2 In terms of challenges, looking ahead to the end of 2013-14 Wolverhampton Homes will be informed of increases in superannuation payments required by the pension fund. Although yet to be confirmed, these could be as much as £500,000 per year. Wolverhampton Homes has also suffered this year from significantly increased void costs arising from more people moving due to the bedroom tax. Void costs have increased this year by nearly £1,000,000.
- 3.2.3 Welfare benefit reform creates a challenge in terms of demands on the service. It also presents a challenge to the main income stream for Wolverhampton Homes. The HRA is funded through rents and service charges collected by Wolverhampton Homes. Consequently, one of Wolverhampton Homes' big areas of focus going forward will be putting more resources into rent collection as benefit reforms will make collection increasingly difficult.
- 3.2.4 A primary cost driver for Wolverhampton Homes is the cost of staff. Since it started in 2005, considerable work has been undertaken by Wolverhampton Homes to reduce staffing costs. In aggregate there was a reduction of 81 posts over a three year period from 2007-08 to 2010-11. Since this time staffing levels have consolidated.
- 3.2.5 Wolverhampton Homes produced a medium term financial strategy in 2012 which shows that through the modest use of reserves the current levels of staffing and service delivery are sustainable in the short term (the next two years). Looking ahead to the latter part of the planning period, Wolverhampton Homes will need to make efficiency savings and improvements to provide services at current levels if the management fee freeze is maintained.
- 3.2.6 The implementation of the Agilysis system by the Council will potentially improve the efficiency with which processes are managed within Wolverhampton Homes. This should lead to more effective use of resources to provide administrative support. This will enable resources to be switched to the front line.
- 3.2.7 The Senior Management Team, along with other senior managers, has reviewed potential areas for generating savings. The overriding aim of any savings programme is always to avoid cutting budgets where this will have a high impact on customers, and within that, to avoid any adverse impact on diversity.

3.2.8 Wolverhampton Homes' approach to value for money has always been strongly focused on achieving savings by increasing efficiency. Value for money reviews that are already on-going that will yield savings without impacting on the quality of the service delivered include:

- Improvements in back office value for money was a key part of Wolverhampton Homes achieving a 3 star Audit Commission rating. However, it is likely that the implementation of new IT systems by the Council on behalf of Wolverhampton Homes will provide opportunities to further improve efficiencies and move resources to the front line. It is anticipated that processes such as bill payments and the processing of internal forms will be streamlined and speeded up.
- Wolverhampton Homes plans to implement self-service options for tenants (e.g. cash payment machines, ordering repairs on line, etc.) will also reduce transactions costs.
- In addition to the above, since the last Business Plan Wolverhampton Homes has established a Procurement Team focussed on reviewing all major contracts when they come up for tender as a means of reducing supply costs.

### 3.3 **Capital Expenditure**

3.3.1 Capital expenditure on the Council stock is funded directly from the HRA. Wolverhampton Homes assists the Council in the delivery of the Capital Programme.

3.3.2 The most notable issue over the next 5 years is the tail off in expenditure resulting from the end of Decent Homes programme funding.

3.3.3 Capital expenditure overall in 2013-14 is forecast to be £64,000,000. This reduces to £47,000,000 for 2014-15. This will further reduce to an annual level of spending around £23,000,000 from 2015-16 onwards. Although this will be a much smaller capital programme, it does reflect the fact that Decent Homes programme is due to complete by the end of 2014-15. Planned expenditure within the HRA Business Plan after 2015-16 has been assessed by the Council and Wolverhampton Homes as sufficient to maintain the housing stock at the Decent Homes standard. However, the forecast shortfall of £249,000,000 on the HRA quarter 2 update necessitates further review to make sure where possible we have minimised costs.

## 4. **HUMAN RESOURCES PLAN FOR 2014-15**

### 4.1 **Context**

The human resources focus continues to be supporting Wolverhampton Homes in the completion of the Decent Homes programme, then maintaining the housing stock at a decent level moving forward as well as dealing with the changes with welfare reform which commenced in April 2013 and will continue throughout 2014-15.

In addition Wolverhampton Homes seeks to continually improve services in line with customer priorities as outlined in the wider Delivery Plan.

The Council and Wolverhampton Homes continue to face significant challenges in the coming year with welfare reform changes. Wolverhampton Homes is working closely with the Council and other bodies to try to ensure that all affected tenants are aware of the implications and will put support in place to help tenants adjust to the consequences of the reforms.

#### 4.2 **Organisational Change and Efficiency**

Wolverhampton Homes has a history of achieving significant efficiency savings with a reduction of over 50 posts in the period 2009-10 to 2011-12. This and the value for money strategy Wolverhampton Homes has operated in previous years had paid dividends with savings on backroom costs used to fund front line services for tenants. The Learning Employment and Achievement Programme (LEAP) is an example of where employment prospects for tenants have been enhanced and this will continue and expand throughout 2014-15.

Further value for money service reviews may yield more efficiencies, however, it is not anticipated that there will be any further significant reduction of staffing levels in 2014-15.

Continued organisational change will be necessary in 2014-15 in order to achieve some minor efficiency savings and deal with the impending completion of the Decent Homes programme but mainly to facilitate the continued realignment needed to cope with the general challenges of welfare reform and the specific need to move resources to focus on income recovery. A small number of new posts are funded by government grants which we have been successful in bidding for and we will continue to bid when opportunities arise.

#### 4.3 **Organisational Structure and Proposed Changes**

There is clearly an element of unpredictability about the future but it is anticipated for 2014-15 that overall staffing levels will remain relatively stable and where necessary continued re-alignment will occur to support the expected challenges that Welfare Reform continues to bring. Where possible we will use the opportunities derived from natural wastage to put additional staffing resources into income recovery. Additional organisational change may be necessary at the end of 2014 and into 2015-16 once the Decent Homes programme is complete.

With the background of the achievement of three stars with excellent prospects and placed at number 40 in the Sunday Times 100 Best Companies Wolverhampton Homes is well placed to deal with severely constrained public finances and significant welfare and housing reform. It is appropriate to consider the business case for realigning and changing some services to better meet the challenging economic circumstances that impact on the tenants' requirements.

A structure is required that is most likely to help Wolverhampton Homes achieve its key business ambitions without posing a risk to excellent services or the delivery of future plans. The key challenges for the next two to three years include:

- Completing delivery of the decent homes programme in line with a somewhat reduced funding profile for the final years and then maintaining the housing stock at a decent level moving forward.
- Support for customers during welfare benefit changes.
- Increased focus on income recovery.



- Review of the anti-social behaviour (ASB) function following the successful realignment which implemented a single ASB faculty operating across the City irrespective of housing tenure.
- Maintaining excellent services.
- Further improvements to customer service, particularly embedding the repairs vision of “repairs on demand”.
- Implementation of next stages of customer services strategy, particularly with self-service and further channel shift with “Do It Online”.
- Development and then delivery of new commercial services particularly for stakeholders in our communities.
- Implementation of new housing legislation.
- Further development of the Wolverhampton Homes Social Enterprise – “Wolverhampton Works”.
- Further implementation and expansion of Learning, Employment and Achievement Programme (LEAP) a pathway to help tenants, leaseholders and their immediate families secure work related skills, training and employment.
- Continued customer involvement including local offers (service standards)
- Staff engagement within the context of delivering flexible customer services and retaining Best Companies Times 100 accreditation
- Considering the future role and functions of Wolverhampton Homes in partnership with the Council.
- To provide support towards the Councils strategic objectives to support any further organisational change.

#### 4.4 **Service and workforce planning**

Workforce planning is about trying to predict the future demand for different types of staff and seeking to match this with supply. It involves analysing the current workforce, and then extending that analysis to identify the future skills and competencies needed to deliver new and improved services.

The workforce is built around customer needs, service needs and the skills needed to deliver them. The gap between demand and supply and how this can be addressed forms the focus of the workforce plan. Workforce and service planning enables Wolverhampton Homes to identify how and where the workforce needs to change to meet the future needs of the organisation and provides a means of challenging and modernising the way Wolverhampton Homes delivers value for money services.

#### 4.5 **Workforce Profile**

The tables below include temporary and apprentice posts.

Tables 1 (a) & (b) show Wolverhampton Homes’ workforce numbers and profile at 31 December 2013.

Table 2 shows length of service of staff that left Wolverhampton Homes’ employment during 2013-14 to 31 December 2013.

Table 3 shows staffing turnover rates for 2009-10, 2010-11, 2011-12, 2012-13 and 2013-14 to 31 December 2013.



Table 4 shows the number of new staff who joined Wolverhampton Homes during 2013-14 to 31 December 2013.

Table 5 shows equality and diversity performance in relation to the workforce profile.

**Table 1 (a): Workforce numbers and profile at 31 December 2013**

Grade (or equivalent)	Men		Women		Total		Perm/Temp		Disabled		Black/Ethnic Minority	
	No	%	No	%	No	%	P	T	No	%	No	%
Craft	242	47.92	2	0.79	244	32.19	224	20	15	20.55	21	12.88
Scale 1-4	68	13.47	91	35.97	159	20.98	118	41	22	30.14	59	36.2
Scale 5 – SO2	132	26.14	120	47.43	252	33.25	242	10	23	31.51	78	47.85
POa – d	45	8.91	32	12.65	77	10.16	76	1	9	12.33	4	2.45
Poe – j	15	2.97	6	2.37	21	2.77	21	0	3	4.11	1	0.61
CO	3	0.59	2	0.79	5	0.66	5	0	1	1.37	0	0
<b>Total</b>	<b>505</b>	<b>100</b>	<b>253</b>	<b>100</b>	<b>758</b>	<b>100</b>	<b>686</b>	<b>72</b>	<b>73</b>	<b>100</b>	<b>163</b>	<b>100</b>

**Table 1 (b): Workforce age at 31 December 2013**

	Under 25	25 - 34	35 - 44	45 - 54	55 - 64	65+	Total
Number	54	118	181	277	124	4	758
Percentage Total	7.12	15.57	23.88	36.54	16.36	0.53	100

**Table 2: Leavers during 2013-14 (to 31 December 2013)**

Length of Service			
Less than 1 Year	1 - 5 years' service	5 years + service	Total
8	7	17	32

**Table 3: Turnover Rate – all staff (all reasons)**

Turnover Rate	2009/10	2010/11	2011/12	2012/13	2013/14 @ 31.12.13
		10.2	13	7.6	6.3

**Table 4: New Starters during 2012-13 (to 31 December 2013)**

	Men	Women	Disabled	BME	Total
Number	45	19	2	22	64
Percentage of Total	70.3	29.7	3.12	34.4	

**Table 5: Equality and Diversity Targets and Performance**

Reference	Indicator	11/12 Performance	12/13 Performance	12/13 Target	Performance @ 31.12.13
<b>BVPI 11a</b>	% of the top 5% of earners who are female	38.2%	32.26%	45%	31.25%
<b>BVPI 11b</b>	% of the top 5% earners who are from black minority ethnic group	3%	3%	14%	3%
<b>BVPI 16</b>	% of the organisations workforce who are disabled (meet the DDA definition of Disability)	8.5%	9%	5%	9.5%
<b>BVPI 17</b>	% of the organisations workforce who are from black ethnic minority group.	19.5%	19.5%	26% (amended Q2)	22%
<b>LPI</b>	% of the workforce who are male / female	M 67% F 33%	M 67% F 33%	Overall target M 65% F 35%	M 67% F 33%
<b>LPI</b>	% of the workforce by age distribution	Under 25's 5.8%	Under 25's 5.8	Under 25's 8%	Under 25's 7.12%

## Annual Delivery Plan 2014-15 – Appendix 1

### PERFORMANCE REVIEW ARRANGEMENTS BETWEEN WOLVERHAMPTON CITY COUNCIL AND WOLVERHAMPTON HOMES

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## **PERFORMANCE REVIEW ARRANGEMENTS BETWEEN WOLVERHAMPTON CITY COUNCIL AND WOLVERHAMPTON HOMES**

### **1.0 Introduction**

- 1.1 Wolverhampton City Council has delegated to Wolverhampton Homes housing management services under the terms of the Management Agreement, a new management agreement was developed and implemented during 2013/14.
- 1.2 This document summarises the performance review arrangements between the 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 the organisation 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 compare Wolverhampton Homes' achievements with the Delivery Plan to assess Wolverhampton Homes' compliance with the terms of the Management Agreement. Wolverhampton Homes will provide a performance summary compared to 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 Head of Policy and Performance, reporting to the Director of Resources.
- 3.2 The Service Manager Housing Strategy and Development 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 on to Wolverhampton Homes' Board or Wolverhampton City 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 the Council and Wolverhampton Homes, namely:
  - 3.4.4 monitoring Wolverhampton Homes' performance
  - 3.4.5 monitoring and review of service level agreements between the 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 the Council and where appropriate, Councillors and board members of Wolverhampton Homes.
- 3.6 The Service Manager Housing Strategy and Development 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 at the monthly Performance and Operational Group Meetings (described later in this document) and where necessary reporting to heads of service and executive directors.

#### **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 prevailing standards which inform 2 and 3 star housing management services, 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 Councils 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
  - 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 by 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) meetings
- 5.2.4 Delivery Plan Monitoring meetings
- 5.2.5 Delivery Plan Technical meetings
- 5.2.6 Ad hoc Management Agreement meetings

Additionally the 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 Performance reports presented to Scrutiny and Performance Panels
- 5.2.10 That there will be 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 Council employees / councillors at the board meetings of Wolverhampton Homes

## **6.0 Delivery Plan Meetings**

The following sets out the way in which the 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 the Council, Wolverhampton Homes and the Tenant Representative Body as detailed below:

Wolverhampton City Council	Cabinet Member (Chair) (Economic Regeneration and Prosperity) Assistant Director – Regeneration Chief Financial Officer Finance Manager – Housing Head of Housing Service Manager Housing Strategy and Development Appropriate employees
Wolverhampton Homes	Chair and Vice Chair Chief Executive Director of Resources Head of Policy and Performance Appropriate officers
Tenant Representatives	Tenant Representative Body (nominations)

6.2 The Outline Calendar:

<b>Wolverhampton Homes' Annual Delivery Plan Process</b>	
DATE	ACTION
August	Wolverhampton Homes Business Plan preparatory review begins
September October	Wolverhampton Homes' Senior Management Team and Board Business/Delivery Plan development process begins
October November	
December January	First draft of Delivery Plan produced for consultation with all stakeholders Wolverhampton Homes approved performance targets for the new year forwarded to the Council for inclusion in the Council's Corporate Business Plan
March	Final draft of Delivery Plan, agreed by the Delivery Plan Monitoring Group and adopted by the Council's Cabinet and Wolverhampton Homes Board

### 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 considered
- 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 the Council and Wolverhampton Homes

### 6.4 Delivery Plan Technical Meetings

Wolverhampton City Council	Service Manager Housing Strategy and Development Appropriate employees
Wolverhampton Homes	Director of Resources Head of Policy and Performance 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 the Council and opportunities for timely consultation with the Tenant Representative Body and other key stakeholders.
- 6.4.4 Wolverhampton Homes' Director of Resources 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 and Development in a timely manner for presentation to the Group.
- 6.4.5 The Council's Service Manager Housing Strategy and Development 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 and Development 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 Service Manager Housing Strategy and Development for the Council and the Policy and Performance Team 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 the Council and Wolverhampton Homes.

7.2 Such stakeholders will include, but not exclusively:

Wolverhampton City Council	All elected Councillors Corporate Directorate Appropriate senior employees
Wolverhampton Homes	All Board Members Senior Management Team Appropriate senior officers
Tenant Representatives	Tenant Representative Body Appropriate area representatives

## **8.0 Quarterly briefing/exchange of information meetings between Wolverhampton City 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 the Council's boards and panels.

## **9.0 Performance and Operations Group (POG) Meetings**

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

9.2 The Council's Housing Strategy and Development Team 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 and Development Team for the Council and the Policy and

Performance Team for Wolverhampton Homes. Meetings will be held, as a minimum, on a monthly basis between the Council's and Wolverhampton Homes' nominated representatives.

9.3.1 In addition one meeting each quarter will take the form of the 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.

9.4 Meetings will consider:

9.4.1 operational issues

9.4.2 the manner and extent of Wolverhampton Homes' provision of the services described in the Management Agreement and annual Delivery Plan

9.4.3 long term void properties, both development and management in the light of revised arrangements relating to discount of council tax for these properties

9.4.4 progress against the Decent Homes Programme. The Decent Homes Programme is monitored by the Decent Homes Core Group. The minutes of the Decent Homes Core Groups meetings will be part of the regular agenda for consideration at these joint meetings. The Decent Homes Core Group is a Wolverhampton Homes group chaired by the Director of Property Services and attended by appropriate members of the Asset Management Team and Council's Service Manager Housing Strategy and Development

9.4.5 other relevant issues which may arise from time-to-time

9.5 A standing agenda will allow the group to consider on a monthly basis, operational issues; and on a quarterly basis, performance against the annual Delivery Plan and other strategic issues.

9.6 The table below indicates the members attending this meeting regularly and these may be supported by others as necessary.

Wolverhampton City Council	Service Manager Housing Strategy and Development Appropriate employees
Wolverhampton Homes	Head of Policy and Performance Principal Performance Officer

## 10.0 Financial Issues Group (FIG) Meetings

10.1 FIG will be serviced by the Council's Finance Team.

10.2 FIG will consider all aspects of capital and revenue finance at a strategic level.

10.3 The group will meet on a regular basis.

10.4 Reporting of the outcomes of the meetings to Councillors and the Board of Wolverhampton Homes will be the responsibility of respective Finance Teams for the Council and Wolverhampton Homes through their established routes.

10.5 The table below indicates the members attending this meeting regularly and these may be supported by others as necessary.

Wolverhampton City Council	Chief Financial Officer or Deputy (Chair) Finance Manager (Housing) Service Manager Housing Strategy and Development
Wolverhampton Homes	Director of Resources Head of Financial Management

**11.0 Asset Management Group (AMG)**

11.1 The AMG will be serviced by Wolverhampton Homes and supported by the Council's Housing Strategy and Development Team.

11.2 The Group will consider all aspects of the Housing Capital Programme delivery including the Decent Homes Programme.

11.3 The group will review and amend the Asset Management Strategy (AMS) and monitor performance against the AMS.

11.4 Meetings will be held at approximately six week intervals.

11.5 The table below indicates the membership of the group. These may be supported by others as necessary.

Wolverhampton City Council	Assistant Director - Regeneration (Chair) Head of Housing Service Manager Housing Strategy and Development Head of Corporate Finance (or representative) Appropriate employees
Wolverhampton Homes	Chief Executive Director of Property Services Director of Finance Head of Operations Head of Asset Management Contract and Compliance Manager Decent Homes Programme Manager Appropriate officers

**12.0 Management Agreement Meetings**

12.1 Additionally, the 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.

**13.0 Wolverhampton City Council Boards/Panels**

13.1 The Scrutiny Board of the 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.

- 13.2 Where reasonably requested to do so, appropriate senior employees of the Council will be required to attend the Council's Cabinet (Performance Management) Panel and / or Scrutiny Board.
- 13.3 Senior Officers of Wolverhampton Homes may, from time to time, be requested to report directly to the Council's boards/panels on the performance of Wolverhampton Homes.
- 14.0 Wolverhampton Homes' Board**
- 14.1 Representatives of the Council will be entitled to receive meeting papers and to observe Wolverhampton Homes' Board meetings.

## APPENDIX 2: 2014-15 DELIVERY PLAN

### ACTION PLAN TO DELIVER 2014-2015 PRIORITIES

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>1. Supporting the Council's City and Housing Strategies</b>					
1.1 Neighbourhood renewal / regeneration (Housing actions)	<ul style="list-style-type: none"> <li>Determining a priority schedule for an estate based approach to redesign and sustainable communities</li> <li>Former garage sites agreed for redevelopment</li> </ul>	• Mar 15	Q1 Carder Crescent / Royalty estate action plans developed	MH Darren Baggs, Anne Healy	
			Q2: Draft available Sept 14		
			Q3:		
			Q4: garage site development on site		
1.2 Using an "active" Asset Management Strategy	<ul style="list-style-type: none"> <li>On-going use of Asset Management Strategy and building costs model to direct stock investment and other capital expenditure including: <ul style="list-style-type: none"> <li>- Making best use of stock</li> <li>- Develop new build offers</li> <li>- Working with WCC on development of garage and other sites</li> </ul> </li> </ul>		Q1:	SA – Simon Bamfield, Kevin Manning	
			Q2:		
			Q3:		
			Q4:		

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
1.3 Accommodation strategy	<ul style="list-style-type: none"> <li>• WH premises review</li> <li>• Produce a strategy document</li> </ul>		Q1: Formulate action plan and decide on any accommodation options from the WCC review of its depot arrangements Q2: Develop plan to move office locations to take advantage of WCC proposals and report to Board Q3: Q4:	PT – (LR) SA, SB, KM	
1.4 ASB review	<ul style="list-style-type: none"> <li>• Review of ASB Team following 12 months operation</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 14</li> </ul>	Q1: Scope of review agreed Q2: Draft report available Q3: Q4: Implementation	MH – Nigel Homer, Jo Mason	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
1.5 Private sector housing	<ul style="list-style-type: none"> <li>• Bringing empty homes back into use:               <ul style="list-style-type: none"> <li>a. conversion of commercial properties to residential</li> <li>b. mortgage rescue scheme</li> <li>c. former Right-To-Buy buy backs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Mar 15</li> </ul>	Q1: Rescue scheme embedded Q2: Q3: Conversions complete Q4: XX Right-To-Buy buy backs completed	MH, SA – SB, DW	
1.6 Supporting the Council's Transformation Programme	<ul style="list-style-type: none"> <li>• Provide additional services for the Council (this will be reflected in our delivery plan).</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Q1: report to Board on plans to realign staffing resources in line with the delivery plan objectives (see 6.1) Q2: Q3: Q4:	PT SA	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>2. Next Steps following Decent Homes and the Development of the New Strategic Construction Partnerships</b>					
2.1 Delivery of capital programme	<ul style="list-style-type: none"> <li>Completion of Decent Homes by March 2015 –completions 1755 **</li> <li>Maintaining DH beyond March 2015 (**Draft figure for 2014-15 completions)</li> </ul>	<ul style="list-style-type: none"> <li>March 2015</li> <li>On-going programme</li> </ul>	Q1: 600 forecast completions	SA – Kevin Manning Simon Bamfield David Waterhouse	
			Q2: 500 forecast completions		
			Q3: 360 forecast completions		
			Q4: 295 forecast completions		
2.2 Energy efficiency / fuel poverty	<ul style="list-style-type: none"> <li>Develop a sustainability strategy</li> <li>Delivery of energy saving measures (risk funded via ECO)</li> <li></li> </ul>		Q1:	SA - Simon Bamfield, Stuart Hobbs	
			Q2:		
			Q3:		
			Q4:		
2.3 Neighbourhood profiles and sustainability modelling	<ul style="list-style-type: none"> <li>Finalise collection of data for neighbourhood profiles</li> <li>Complete upload of data into LIS</li> <li>Produce format for sustainability model</li> <li>Implement model</li> </ul>		Q1:	SA – Simon Bamfield	•
			Q2:		
			Q3:		
			Q4:		
			LINKS TO 1.1		



Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>3. The Economy, further Welfare Benefit Reform and Reductions in Public Sector Spending</b>					
3.1 Review of tenancy agreement	<ul style="list-style-type: none"> <li>Production of new tenancy agreement</li> </ul>	<ul style="list-style-type: none"> <li>July 14</li> </ul>	Q1: Statutory consultation in progress	MH - Angela Barnes	<ul style="list-style-type: none"> <li></li> </ul>
			Q2: New agreement effected		
			Q3:		
			Q4:		
3.2 Rent collection and arrears recovery	<ul style="list-style-type: none"> <li>Achieving agreed income collection rates in light of further welfare reform</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1:	MH –	<ul style="list-style-type: none"> <li></li> </ul>
			Q2:		
			Q3:		
			Q4: Targets achieved		
3.3 Best use of housing stock - Maximising occupancy	<ul style="list-style-type: none"> <li>Maximising opportunities for tackling under occupation and overcrowding</li> <li>Support WCC review of age designation of flats</li> <li>Support on-going WCC review of allocations policy</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1:	MH -	<ul style="list-style-type: none"> <li></li> </ul>
			Q2:		
			Q3:		
			Q4: 200 transfers		

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
3.4 Preparing for introduction of universal credit	<ul style="list-style-type: none"> <li>Awareness raising of universal credit implications followed by specific targeting of those affected</li> </ul>	Dependent upon government timetable	Q1: Publicity campaigns Q2 25% profile complete Q3 50% profile complete Q4 75% of profile complete	MH – AB	Targets may slip if the Government delays the implementation of Universal Credit
3.5 Corporate social responsibility (CSR)	<ul style="list-style-type: none"> <li>Establish CSR Group – this to include ;-               <ul style="list-style-type: none"> <li>Develop terms of reference and agree membership for group</li> <li>Develop CSR Programme and supporting criteria and guidance</li> </ul> </li> </ul>		Q1: <ul style="list-style-type: none"> <li>CSR group established by 01 January 2014.</li> <li>Terms of reference and membership agreed/ approved by 01 January 2014.</li> <li>CSR Programme and supporting criteria and guidance</li> </ul>	SK – JJ	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
			<p>approved and in place by 01 January 2014</p> <ul style="list-style-type: none"> <li>• CSR Group meetings agreed for 2014.</li> </ul> <p>Q2:</p> <ul style="list-style-type: none"> <li>• CSR Group meeting held</li> <li>• Number of CSR Projects approved</li> </ul> <p>Q3:</p> <ul style="list-style-type: none"> <li>• CSR Group meeting held</li> <li>• Number of CSR Projects approved</li> </ul> <p>Q4:</p> <ul style="list-style-type: none"> <li>• CSR Group meeting held</li> <li>• Number of CSR projects approved.</li> </ul>		

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>4. Improving Services and Satisfaction for Leaseholders</b>					
4.1 Revised lease agreement	<ul style="list-style-type: none"> <li>Lease correction for leaseholders on lease two</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: Approval for correction agreed Q2: Q3: Q4: Revised lease effected	MH - Darren Baggs Helen Bellingham	<ul style="list-style-type: none"> <li></li> </ul>
4.2 Improved leaseholder service	<ul style="list-style-type: none"> <li>Leaseholder Investment Plans</li> <li>Improve Leaseholder satisfaction with major works and repairs service</li> <li>Review service charges</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: 25% of plans being sent out Q2: 50% of plans being sent out Q3: 75% of plans being sent out Q4: 100% of plans being sent out 5% increase in satisfaction levels	MH SA – SB, IM, KM Darren Baggs Helen Bellingham	<ul style="list-style-type: none"> <li>SB</li> </ul>

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>5. Channel Shift – moving more customers to receiving services and communicating with us on-line</b>					
5.1 Self-service	<ul style="list-style-type: none"> <li>Self-service repairs appointments</li> </ul>		Q1: Repair appointments on-line to be introduced in the first quarter. Q2: 20% Q3: 50% Q4: 80%	PT -EM  Monitoring target. SA -LS	Target for success would be based on the % of repairs (for which the tenant has the ability to receive SMS) that opt in to the SMS service. (Target owned by Homes Direct).
5.2 Communication with on-line users	<ul style="list-style-type: none"> <li>Continue to collect email addresses and send monthly e-marketing shots</li> <li>Increase the number of tenants opting-out of paper copies of Tenants Update by 100.</li> <li>Handover reactive social media queries to Homes Direct</li> </ul>		Q1: monthly e-marketing shots and undertake social media training with Homes Direct staff  Q2: monthly e-marketing shots  Q3: monthly e-marketing shots  Q4: monthly e-marketing shots	SK -JA	<ul style="list-style-type: none"> <li></li> </ul>

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>6. Staff Engagement and re-shaping services</b>					
6.1 Re-organisation of staff resources to meet business needs	<ul style="list-style-type: none"> <li>Aligning staffing resources in line with delivery plan objectives i.e. Income recovery, maintenance of and investment in stock</li> </ul>		Q1: report to Board on plans to realign staffing resources in line with the delivery plan objectives Q2: Q3: Q4:	SMT	
6.2 Introduction of new systems by WCC	<ul style="list-style-type: none"> <li>WCC Futureworks Programme</li> </ul>		Q1: ensure systems run seamlessly, e.g. pay and creditor payments paid on time and invoices raised.  Q2: report to Board on the potential to achieve efficiency gains from use of new systems	PT-EM	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
			Q3: evaluate scope for further roll out of self-service aspects of Agresso systems.  Q4:		
6.3 Flexible workforce	<ul style="list-style-type: none"> <li>Re-shaping DLO for future – increasing capacity and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>March 2015</li> </ul>	Q1: Board approval of proposals Q2: Project implementation Q3: Targets as per project proposals Q4: Targets as per project proposals	SA – Ian Meakin	
6.4 Times 100 (T100)	<ul style="list-style-type: none"> <li>Developing and delivering an employee engagement action plan</li> </ul>		Q1: Review need for T100 in 2014. If so then below would apply.	SK	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
			Use staff engagement group to help develop action plan for improvements based on 2013 results		
			Q2: Data preparation and registration for Best Companies process		
			Q3: Launch survey		
			Q4: Receive results		



Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
<b>7. Delivery of new (commercial) services</b>					
7.1 Develop Business Plan for commercial opportunities	<ul style="list-style-type: none"> <li>Asbestos work to third parties</li> <li>Developing in-house commercial delivery plan</li> </ul>	<ul style="list-style-type: none"> <li>As per plan when available</li> </ul>	Q1: Board approval of proposals Q2: Implementation of plan Q3: Targets as per plan Q4: Targets as per plan	SA Ian Meakin Simon Bamfield	
7.2 Social enterprise and Wolverhampton Works	<ul style="list-style-type: none"> <li>Business plan for expansion of services</li> <li>Handy person service</li> </ul>	<ul style="list-style-type: none"> <li>As per plan when available</li> </ul>	Q1: Development and delivery of new work-streams Q2: Targets as per revised plan Q3: Targets as per revised plan Q4: Targets as per revised plan	SA Ian Meakin	

Action	Detail	By When	Quarterly targets	Divisional Service Plan	Resource implications
7.3 Private sector leasing (PSL)	<ul style="list-style-type: none"> <li>Increase in size of PSL portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: Q2: Q3: Q4: 75 properties	MH Angela Barnes Pauline Evans	
<b>8. Learning Employment and Achievement Programme (LEAP) / Employment and Training</b>					
8.1 LEAP support to prepare tenants for work	<ul style="list-style-type: none"> <li>Number of people to undertake Pre-Employment training LEAP and social enterprise</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: 20 Q2: 20 Q3: 20 Q4: 20	SK MH	
8.2 LEAP focus on targeted tenants	<ul style="list-style-type: none"> <li>Increase employment /training opportunities for tenants</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: 10 Q2: 10 Q3: 10 Q4: 75% of all entry posts (scale 4 and below)	SK	
8.3 Employment targets – LEAP and social enterprise	<ul style="list-style-type: none"> <li>Apprentices and trainee posts including apprenticeships with partners</li> </ul>	<ul style="list-style-type: none"> <li>Mar 15</li> </ul>	Q1: 5 Q2: 20 Q3: 5 Q4: 5	SK	NB – Property to contribute to quarterly targets

### APPENDIX 3: 2014-15 DELIVERY PLAN

#### Key Performance Indicators Report

Title	Performance Indicator	Target 2014-15	Good Performance
RM1a	Percentage of rent collected	97.00	↑
RM2	Percentage of tenants owing over seven weeks rent	2.00	↓
RM6	Percentage Of Tenants Paying by Direct Debit	20.00	↑
RM10a	Percentage of active rechargeable repair account charges raised this financial year that have been recovered	20.00	↑
HO3a	Percentage of Service Charges including Ground Rent collected from Leaseholders	97.00	↑
RP1	Percentage of responsive repairs during period for which an appointment was made / kept	94.00	↑
RP2a	Percentage of valid gas certificates for tenanted properties	99.60	↑
RP9	Percentage of Programmed Repairs completed within Timescale	90.00	↑
RP12	Percentage Total response repairs completed within target	99.00	↑
S21	Satisfaction with Response Repairs	98.00	↑
VA1a(All)	Average time taken to re-let all local authority housing (days)	25	↓
VA1a(Min)	Average time taken to re-let minor works voids (days)	19	↓
VA1a(Maj)	Average time taken to re-let major works voids (days)	35	↓
VA3	Percentage Rent lost through empty property	1.70	↓
BP1	Average number of Working days lost through sickness (days)	6.50	↓

<b>Title</b>	<b>Performance Indicator</b>	<b>Target 2014-15</b>	<b>Good Performance</b>
BP10	Percentage of satisfaction with media publications written by Wolverhampton Homes	95.00	↑
AB1	Percentage satisfied with the way their ASB complaint was dealt with	85.00	↑
AB2	Percentage satisfied with the outcome of their ASB complaint	85.00	↑
SP1	Percentage non-decent Council homes	2.96	↓
SP1a	Number of non-decent dwellings made decent	1750	↑
SP1b	Number of non-decent dwellings made decent in priority neighbourhoods	1200	↑
SP1c	Total number of properties that have received decent homes work	1750	↑
SP3	Actual constructor performance against programmed	100.00	+5%
SP4	Percentage of tenant dwellings completed within target time	96.00	↑
S20	Satisfaction with Decent Homes work	96.00	↑
AD10b	Average time to complete disabled adaptations Wolverhampton Homes element	55.00	↓
CC1a	Homes Direct - Average call answer wait time (In seconds)	60.00	↓
CC1b	Homes Direct - Percentage of calls abandoned	5.00	↓
CC4	Percentage of Enquiries resolved at first point of contact	80.00	↑
CC11	Duplicate contact - Percentage the proportion of customer contact that is of low or no value to the customer	19.50	↓
CC12	Percentage of complaints resolved at stage one	90.00	↑

<b>Title</b>	<b>Performance Indicator</b>	<b>Target 2014-15</b>	<b>Good Performance</b>
IN1	Number of new tenants involved in "Get Togethers", Review Panels and Special Interest Groups	525	↑
EM1	Percentage of Estate Inspections achieving Good or Excellent rating	95.00	↑
ES11	Percentage of fire checks completed on high rise blocks	99.00	↑
ES12	Percentage of low rise flat checks completed every 3 months	99.00	↑