

Cabinet Meeting

24 February 2016

Report title	Wolverhampton Homes Annual Delivery Plan 2016-17	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Lesley Roberts, Housing	
Originating service	Housing	
Accountable employee(s)	Kenny Aitchison	Service Manager Housing Strategy and Development Tel 01902 554841 Email kenny.aitchison@wolverhampton.gov.uk
Report has been considered by	Improving The City Housing Offer Board	27 January 2016
	Delivery Plan Quarterly Monitoring Group	10 February 2016

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Accept the Wolverhampton Homes Annual Delivery Plan 2016-17 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 2016-17 and to recommend approval of the plan by Full Council.

2.0 Background

- 2.1 Under the terms of the management agreement between the Council and Wolverhampton Homes, the latter has to produce an Annual Delivery Plan. The plan as developed in consultation with the Council sets out:

- How Wolverhampton Homes will manage and maintain council owned properties for the financial year 2016-17
- 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 City Assets 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 2016-17

- 3.1 The contents of the Annual Delivery Plan 2016-17 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.

- 3.2 At the meeting of the Delivery Plan Monitoring Group on 10 February 2016 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 2016 to allow implementation on 1 April 2016.

- 3.3 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 section sets out the on-going need for Wolverhampton Homes to continue to realign resources to address Welfare Reform challenges, in particular the potential roll out of Universal Credit and the specific need to focus on income recovery as a result.

3.4 Appendix 1 of the Annual Delivery Plan shows the Performance Review Arrangements which are reviewed annually as part of the Delivery Plan negotiations.

3.5 The Priorities Action Plan Appendix 2 details how the aims and objectives of the delivery plan will be achieved.

3.6 The Delivery Plan contains the performance indicator targets agreed between the Council and Wolverhampton Homes for 2016-17 in Appendix 3.

3.7 The ongoing development of the City housing offer will also include consideration of how plans such as this can continue to contribute to improving housing across the City.

4.0 Financial implications

4.1 The financial implications of the Annual Delivery Plan 2015-16 are set out on pages 14 to 17 of the plan. The Annual Delivery Plan is consistent with the approved Housing Revenue Account (HRA) Business Plan.
[JB/15022016/T]

5.0 Legal implications

5.1 The Annual Delivery Plan forms part of the contractual management agreement between Wolverhampton City Council and Wolverhampton Homes.
[TS/10022106/T]

6.0 Equalities implications

6.1 Wolverhampton Homes Delivery Plan has equalities implications. Each of the workstreams that the plan describes and summarises has been the subject of equality analysis within Wolverhampton Homes and in relation to the work planned to be undertaken during the term of the document. As a result of these considerations and analyses Councillors can be confident that they have complied with the requirements of the General Equality Duty as created by Section 149 of the Equality Act 2010.

Wolverhampton Homes has a set of Equalities Objectives as similarly required by the Specific Equality Duty also created by the Equality Act. The actions that flow from these objectives set out to meet this duty are those contained within the Delivery Plan which further supports the Council's requirements in terms of its compliance with the Act and the duties created by the Act.

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. 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 2015-16.

9.0 Corporate landlord implications

- 9.1 This report deals exclusively with the Council's housing stock and therefore has no direct Corporate Landlord implications.

10.0 Schedule of background papers

- 10.1 Wolverhampton Homes Annual Delivery Plan 2016-17
- Appendix 1 Wolverhampton Homes Annual Delivery Plan 2016-17– Performance Review Arrangements
 - Appendix 2 Wolverhampton Homes Annual Delivery Plan 2016-17– Priorities Action Plan
 - Appendix 3 Wolverhampton Homes Annual Delivery Plan 2016-17– Targets



Wolverhampton Homes

Delivery Plan 2016-17

Version: draft 12 – 12 January 2016

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- 2: Action plan for delivery of 2016-17 priorities
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INTRODUCTION AND FOREWORD

Welcome to the Wolverhampton Homes 2016-17 Delivery Plan. Now the Decent Homes programme has finished Wolverhampton Homes is taking the opportunity to re-focus its Delivery Plan on wider tenant issues.

Wolverhampton Homes' opportunities and aspirations to do more are set against the backdrop of the challenges faced by both the Council and Wolverhampton Homes, the housing sector in general and the wider community including the challenges from welfare reforms.

With this as a context, this document outlines the plans for next year and Wolverhampton Homes' aspirations for the future. It details Wolverhampton Homes' priorities and the actions and resources that will be applied to ensure the successful delivery of Wolverhampton Homes' aims. The plan will be formally agreed with the Council before the start of the year and will then be reviewed on a quarterly basis.

The 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 2015-18. The relationship with the Council has always been supportive and Wolverhampton Homes wants to see it develop into an even stronger partnership – working together to deliver to the community.

Although the future for social housing may look challenging Wolverhampton Homes is keen to continue to deliver quality housing and housing management, but also to make a difference to the lives of its tenants and leaseholders through initiatives such as Digital First and Learning Employment and Achievement Programme LEAP. Wolverhampton Homes is keen continue to work with tenants to understand their expectations and the issues faced by the communities in which they live and play its part in helping them cope with the changes they will be facing.

Sue Roberts MBE (Chair)
Wolverhampton Homes

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

1 Wolverhampton Homes' management responsibilities and performance framework

1.1 Overall Wolverhampton Homes manages just under 23,000 properties of which 2,100 are leaseholds.

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 City of Wolverhampton Council. Wolverhampton Homes started in 2005 and is operating under a 15 year management agreement signed in 2013.

1.2.2 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, three directors and two assistant directors.

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 which aim to promote projects to develop pride, capacity and community spirit. These include:

- Review Panel carrying out tenant led scrutiny of Wolverhampton Homes' services
- Four local "Get Together's" held three times a year in each of the management areas and two city wide meetings held in winter
- Leaseholder forum
- The Federation and individual Tenants and Residents Associations representing tenants at estate level
- Mystery shopping
- Focus groups and satisfaction surveys, and
- One off projects that address specific community needs

1.3 *Performance framework*

1.3.1 Wolverhampton Homes has implemented a refreshed performance management and quality framework. This has moved 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.

1.3.2 Wolverhampton Homes is monitored by the Council within the terms of the Management Agreement.

2 Supporting local priorities and priority actions for 2016-17

2.1.1 The Business Plan 2013-18 provides an overview for how Wolverhampton Homes will support the Council's key strategies and meet customer requirements. This forms the basis for Wolverhampton Home's delivery plan targets for 2016/17. It has been supplemented by issues coming from the 2015 Summer Budget, the November 2015 Comprehensive Spending Review, and the Council's recent decision for Wolverhampton Homes to set up a subsidiary for new build.

2.1.2 The priorities for 2016/17 are:

- Supporting the Council's City and Housing Strategies
- Undertaking a role in supporting the Council's aspirations for new build which includes the setting up of a subsidiary of Wolverhampton Homes for the delivery of new homes
- The roll out of Digital First and the promotion of Wolverhampton Home's online self-service
- Continued focus on Wolverhampton Home's very successful Learning Employment and Achievement Programme (LEAP)
- Expanding Wolverhampton Home's social enterprise/commercial business – continuing to expand Wolverhampton Home's commercial activities, with a closer link to LEAP
- Responding to Welfare Reform and introduction of Universal Credit
- Further value for money (VFM) reviews to help Wolverhampton Home's make the most of available resources
- Continued focus on improving leaseholder satisfaction
- Managing the impact of the continued management fee freeze

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

2.2 **Action plan for 2016-17 – Key Themes**

2.2.1 Some on-going actions, particularly around managing the impact of Welfare Reform, will continue to impact on service delivery and will continue as part of Wolverhampton Home's delivery plan. Added to on-going issues like welfare reform, there are a number of new priority areas for 2016/17.

Safeguarding and vulnerability

2.2.2 An important issue for the Wolverhampton Homes 2016/17 delivery plan is the safeguarding agenda. Wolverhampton Homes is keen to use its LEAP initiative to continue to provide support to an increasing number of looked after children and support them into work.

- 2.2.3 Following a successful development project in 2015/16 a new vulnerabilities database will come into use in 2016/17 to assist in directing Wolverhampton Home's resources to supporting Wolverhampton Homes' most vulnerable tenants. The database risk assesses Wolverhampton Home's most vulnerable tenants to enable us to best target limited resources to provide support where it is most needed. As the company starts to learn from the data base Wolverhampton Homes anticipates it will become even more aware of vulnerable individuals or groups of tenants and will make changes to support them. We also intend to use our database to anticipate and plan for problems and prevent them by using our data better. This will see changes in how we deliver services during 2016/17.
- 2.2.4 This is all part of our initiative to "redefine excellence". Redefining excellence is about promoting self-service and other lower cost service delivery options so we can refocus resources on the most needy. In addition, Wolverhampton Home's will also continue to work closely with the council in the establishment of the MASH to assist with safeguarding vulnerable people.
- 2.2.5 Through Wolverhampton Homes' corporate social responsibility work (Giving Something Back) Wolverhampton Home's will be supporting a befriending service that will make regular contact with elderly isolated tenants within Wolverhampton Homes' managed properties. Linked to this Wolverhampton Homes' Digital First campaign will continue to target Wolverhampton Homes' most digitally excluded tenants to get on line to assist them with education and training, job search and the transition to universal credit.

Managing and delivering change

- 2.2.6 In 2015/16 there was a major change in the way housing services were provided within the City. The Wolverhampton Homes Chief Executive also now performs the role of Strategic Director for housing within the Council. There is now one post responsible for both Wolverhampton Homes and retained housing services provided by the City Council. At the end of 2015/16 there were further changes to the way services are managed. Changes to the Wolverhampton Homes senior management team at the end of 2015/16 saw the number of Directors reduce from four to three and appointment of two new assistant director roles. This has meant major changes in responsibilities at a senior level.
- 2.2.7 An important priority for 2016/17 will be bedding in this new structure and taking advantage of opportunities that arise for further efficiency improvements. A programme of reviews in 2016/17 will focus on how some specific services are delivered and how these arrangements can be improved. Clearly, bearing in mind its new structure Wolverhampton Homes has an opportunity to look for greater integration between Housing and Property services as they are now brought together under one director.
- 2.2.8 Service reviews will be a priority in 2016/17. It is essential that as much resource as possible is made available for dealing with vulnerable tenants. All reviews will be carried out in the context that Wolverhampton Homes' financial planning is based on the need to reduce staffing to ensure Wolverhampton Home's keep to budget. This will result in some further small scale restructuring in specific parts of the organisation in 2016/17 taking advantage where possible of retirements and resignations. To make the most of

our resources it is important that as much resource as possible is made available for dealing with vulnerable tenants, income recovery and Digital First.

- 2.2.9 An important change that will come into force in 2016/17 is the introduction of shared services with the City Council from 1 April 2016. This sharing of services will see new combined back office services covering finance, payment processing, desktop IT support and procurement. It will offer opportunities for both Wolverhampton Homes and the City Council to learn from best practice and improve the quality of back office services overall. New service level agreements and monitoring arrangements will need to be bedded in with the City Council to cover what were formerly in-house services. This sharing of back office services will reduce costs overall and move the focus within the company for some services from the direct management of teams to ensuring service standards are met within the new SLAs.

2.3 Service Development Priorities for 2016/17

Digital First

- 2.3.1 From a customer service perspective one of Wolverhampton Homes' key priorities for 2016/17 will be the further roll out of on-line and automated services to tenants and leaseholders. This will encourage tenants to "Get Online" to assist them with job search, social inclusion and coping with changes to welfare benefits.

Establishing a wholly owned subsidiary for new build development

- 2.3.2 At the end of 2015 the Council agreed to the establishment of a wholly owned company (WOC) within Wolverhampton Homes for the delivery of new build property. An important element of the 2016/17 Delivery Plan will be the work associated with the establishment of the WOC as a new delivery arm of Wolverhampton Homes by mid-2016. Following on from this the new WOC will want to hit the ground running with the development of its first new build sites.
- 2.3.3 Detailed sites and development plans have yet to be agreed. However, the intention is that the company will deliver approximately 150 new build properties per year starting with its first completions in 2017/18. Over the first five years the proposal could potentially deliver 750 new build properties across the city. These properties will be for a variety of tenures and include some units for private sale. This development not only offers Wolverhampton Homes the exciting prospect of being involved in new build it also offers an opportunity to manage some new rented stock.
- 2.3.4 The use of the new company subsidiary developing a number of sites offers Wolverhampton Homes the opportunity to assist the council with dealing with the housing shortage in Wolverhampton and the regeneration of some long-term undeveloped sites across the city.

Leaseholders

- 2.3.5 The 2015/16 financial year saw definitive guidance from the courts on the three different leases issued since the commencement of Right to Buy for the City's 2,100 leaseholders.

Wolverhampton Home's plans to build on improved relationship with leaseholders in 2016/17. A key objective will be agreeing maintenance and improvement works for the City's flatted estates overall. Merridale Court which has a large number of leaseholders will be the second biggest capital scheme for Wolverhampton Homes next year and will be an important focus for our leasehold team.

Tenancy Management

- 2.3.6 Two major cost elements for any social housing provider are the management of rent collection and arrears, and costs associated with the re-letting void properties. Wolverhampton Homes will continue to work hard on pathways into housing so that new tenants are clear on their obligations as tenants to pay rent on time and look after their properties. Reducing our voids costs in the future will be as much about ensuring that people are fully prepared to take on responsibilities as tenants and sustain their tenancies long term as it will be about reducing direct repair costs and void turnaround times.
- 2.3.7 Our Digital First strategy is aimed at getting as many tenants who are able to use on-line services so resources can be focused on the most vulnerable. An important part of delivering on this strategy will be ensuring all new tenants are signed up and able to use our on-line services going forward. Investing in training and preparation for new tenants will be an important part of our future plans.

Value for Money

- 2.3.8 The Councils 2016/17 HRA business plan includes provision to extend the current management fee freeze, which has been in place since 2011 to a new end date of 2018. This is reflected in our medium term financial planning but underlines the need to constantly review our spending. In 2016/17 we plan to revise and reissue our value for money strategy with a renewed focus on 'back to basics'. Wolverhampton Homes plans to look again at some of our key processes like void repairs and lettings to see if further efficiencies can be made and costs can be reduced.

Supporting Youth and Employment

- 2.3.9 Wolverhampton Homes is pleased that it has been offered a place on the board for "The Way", the new youth facility that has opened in the city centre. Wolverhampton Homes are keen to support the development because similar initiatives elsewhere have done a great deal to raise aspirations, educational success and employment prospects for young people.
- 2.3.10 In 2016/17 Wolverhampton Homes plans to work with its partners to expand Wolverhampton Works to provide more education and employment opportunities for its tenants and leaseholders. Wolverhampton Works has already been very successful in helping young people into employment education and training and we want this to continue this in future years.

Reviewing Governance

- 2.3.11 From an internal governance perspective, in Wolverhampton Homes' eleventh year the time is right to review how Wolverhampton Homes' manage its affairs at board level. Current governance structures will be reviewed in 2016/17.
Social Housing Finance and Policy issues
- 2.3.12 There were significant changes to social housing policy and finance announced in the 2015 Summer Budget following the general election. The Government's plans for future rent levels, new build, incentivising right to buy and further changes to welfare benefits will have the effect long term of reducing likely levels of resource for both the management and maintenance of stock and capital investment, as well as increasing the level of right to buy sales. Lower rent levels will also make it more difficult to make new build schemes stack up in financial terms at either social or affordable rent levels.

Staff and Tenant/Leasehold Engagement

- 2.3.13 Bearing in mind the level of change Wolverhampton Homes is facing in 2016/17 it will be important to maintain the momentum Wolverhampton Homes has created with staff engagement in the last few years. However, in the context of the financial pressures Wolverhampton Homes faces, Wolverhampton Homes need to reassess how it does this effectively. Although taking part in the Times 100 Best Companies survey has been effective it has also been at a cost and Wolverhampton Homes needs to decide how best to spend its money to support staff engagement going forward. However Wolverhampton Homes does it, bringing staff along and engaging them in delivering the huge changes that will be needed is essential to the success of the delivery plan.
- 2.3.14 Working closely with tenants, leaseholders and other key stakeholders, including the Council, Wolverhampton Homes has the potential to make a real difference to the lives, not only of its customers, but also of the wider community. Tenants will continue to play a role through tenant involvement activities in ensuring that service delivery is properly scrutinised and in the shaping of services.
- 2.3.15 Appendix 1 shows how Wolverhampton Homes will take forward the key priorities from the business plan during 2016-17.

2.4. *Performance indicators and targets for 2016-17*

- 2.4.1 Appendix 2 sets out the key performance indicators and targets relevant to the Delivery Plan 2016-17. These are not the entire suite of performance indicators used by Wolverhampton Homes as the basis for monitoring and improving services however they are the most relevant to the priorities set out above and in the action plan.

3 FINANCIAL PLAN FOR 2016-17

- 3.1 The financial environment for local authority social housing was changed significantly by the implementation nationally of the self-financing housing revenue account (HRA) business plans in 2012. This meant for the first time that Councils were able to produce 30 year business plans for the HRA to cover both revenue and capital expenditure. The

new self-financing model provided Councils with greater flexibility within the HRA in terms of moving money between the two and planning ahead.

- 3.2 To focus more resources into new build, at the end of 2013 the Council revised the HRA business plan, resulting in a reduction in forecast Wolverhampton Homes management fees over five years. A management fee freeze was introduced which meant that in effect the Company had to save 2% per year to cover the effects of inflation from its own resources. This has been the basis for financial planning within the company since 2013.
- 3.3 The Chancellor's 2015 budget was unexpected for social housing nationally in that it removed the Government's previous commitment to increase rents / housing benefit by the consumer price index plus 1% over a decade. Layered on top of this other changes such as further incentives to right to buy sales have also reduced forecast revenues for the housing revenue account. The financial impact of the budget for the Wolverhampton City Council HRA is very significant. The re-worked HRA business plan taking account of the budget forecasts a reduction in income of £622M to the HRA over its 30 year timescale.
- 3.4 To accommodate the Government's cuts the Council's revised HRA model has had to extend the management fee freeze to 2018 and scale back inflation allowances thereafter.
- 3.5 Wolverhampton Homes has built its 2016/17 budget around the assumption of an extended cash freeze. Although the Company has built up reserves to cope with pressures on its management fee it needs to continue to make savings in 2016/17 and beyond to cope with the implications of the revised HRA forecasts. The company has already been making savings since 2011 to accommodate the existing management fee freeze and its extension will add to the challenge. Wolverhampton Homes is already at the point where the establishment of around 700 staff is at its lowest since the company started. Finding further savings without having a significant impact on the services Wolverhampton Homes deliver will be very difficult in the short term and increasingly challenging in later years.

Addressing potential future revenue funding challenges

- 3.6 Indications from the West Midlands Pension Fund are that employer contribution rates for Wolverhampton Homes may have peaked. Indeed, some decrease in contribution rates from 2018/19 may be anticipated. This is because the valuation of the fund is driven by the return on government borrowing. The rates on treasury bills are abnormally low due to the current 0.5% base rate. This is likely to rise in 2016 and will almost certainly have gone up by the time the next valuation is carried out in 2017. Increases in yields for treasury bills, will increase the estimates for the amount the fund will earn. This will reduce the amount the actuary thinks Wolverhampton Homes need to put into the pension fund. If this happens the result of this will be lower employer contribution rates in the longer term and a reduction in pension costs.
- 3.7 In terms of new staff, the impact of new pension rules from 2014 will mean that the benefits accrued by staff (and the resultant costs to Wolverhampton Homes as an employer) will both decrease going forward.

- 3.8 The HRA is funded through rents and service charges collected by Wolverhampton Homes on behalf of the Council. Welfare Benefit reform and statutory rent reductions create a challenge both in terms of demands on the service provided and to the main income stream, as income collection may become increasingly difficult.

Universal Credit

- 3.9 Universal Credit will generate a single payment of benefit covering what was previously a range of benefits. The Council will no longer receive the payment of all housing benefit direct as a single payment from the Benefits Agency and will have to collect this money from individual tenants. The number of active rent accounts that have to be carefully managed the numbers directly paying their own rent will triple by the time Universal Credit is fully implemented. Universal credit will not be housing specific and recipients in some cases may struggle with budgeting and paying their rent. Universal credit is, therefore, likely to increase the challenge of collecting rent, and consequently, one of the big areas of focus going forward will be putting more resources into preparing tenants for universal credit and rent collection.

Value for Money Issues

- 3.10 A primary cost driver for Wolverhampton Homes is the cost of staff. Since Wolverhampton Homes was established in 2005, considerable work has been undertaken to reduce staffing costs. In aggregate, there was a reduction of 81 posts over the three year period from 2007/08 to 2010/11. There was a further reduction of 22 posts at the start of 2015/16. Staffing levels have since been consolidated in line with the HR plan. Looking forward WH will need to revise its staffing further over the next three years to meet its budget targets. Wherever possible this will be through natural wastage.
- 3.11 Wolverhampton Homes approach to VFM has always been strongly focused on achieving savings by increasing efficiency. VFM reviews that are already on-going that will yield savings without impacting on the quality of the service delivered include
- The implementation of shared services for back offices should provide some limited opportunities going forward for further efficiencies thus allowing resources to be moved to front line services.
 - Plans to implement self-service options for tenants (e.g. cash payment machines, ordering repairs on line, etc.) will also reduce transactions costs.
 - A key focus for service reviews in 2016/17 will be the integration of housing and property functions within one directorate. Reviews will focus on looking for synergies and streamlining service delivery where possible.
- 3.12 The 2016/17 financial year will see the delivery of a new VFM Strategy and a back to basics approach to services. Areas that will be looked at in 2016/17 will include our end to end processes for the re-letting of void properties to see how it can be speeded up and the wider topic of empty property management. The lease on the Market Street office

finishes in the second half of 2017 and Wolverhampton Homes will be reviewing the future of this site as well as the issue of building rationalisation in general.

Capital Expenditure

- 3.13 Capital Expenditure on the Council stock is funded directly from the HRA. Wolverhampton Homes assists the Council in the delivery of the Capital Programme.
- 3.14 Since the conclusion of the Decent Homes programme a significant amount of work has gone into reviewing the entire capital programme. Based upon up to date stock condition information adjustments to when decent homes investment will need to be replaced again have resulted in a further reduction in costs of £340 million over the 30 years of the business plan.
- 3.15 When this figure is adjusted for inflation over 30 years it reduces costs by an additional £80 million. It also results in less borrowing over 30 years and therefore less interest payable reducing projected costs by a further £120 million.
- 3.16 The overall impact of these measures equates to a reduction of £540 million over the lifetime of the business plan.
- 3.17 The HRA is expected to have sufficient resources to fund £1.6 billion of capital works that will be required to its houses over the next 30 years, as well as meeting its management and maintenance obligations over the same period. In addition, the savings achieved on the review of the capital programme and other changes has released resources that will enable an additional 400 new homes to be built over the next 4 years.
- 3.18 Looking to the next five years there are planned stock condition works of £21.4M in 2016/17, with overall spending over the next five years forecast at £90M. Wolverhampton Homes will remain the Council's main delivery agent for this part of the capital programme.
- 3.19 A significant development within the Council's capital plans is the new build programme, forecast to deliver £51M of new council housing by the end of 2019/20.

4 HUMAN RESOURCES PLAN FOR 2016/17

4.1 Context

- 4.11 The year ahead will be demanding with the Council and Wolverhampton Homes facing significant challenges. This is set in the context of severely constrained public finances and significant housing and Welfare Reform. The Council have indicated that the management fee freeze that WH will have to manage will continue to 2019/20. The management fee has been frozen since 2011/12.
- 4.12 There is clearly an element of unpredictability about the future however WH aims to retain as many jobs as possible in the medium term, and also wishes to continue growing the Learning Employment and Achievement Programme (LEAP) training and employment programme. A new Skills Development centre is planned which will provide training and

facilitate work experience. In addition there is a new target to provide work and training opportunities to support young people leaving the Council's care.

- 4.13 In the meantime, WH faces unprecedented challenges from major changes to the benefits system which will entail many thousands of tenants becoming responsible for rent payment from benefits, and the completely new system of benefits; Universal Credit. Without extremely careful management, and a lot of staff time input to income recovery and assisting tenants with money management, this could result in loss of income for WH and for the Council (and consequential loss of service to tenants).
- 4.14 It is necessary, therefore, both to reduce the cost of staff and to redeploy staff to help mitigate the effects of Welfare Reform.
- 4.15 It is also appropriate to consider the business case for realigning and changing some services, including introducing shared/joint services to better meet the challenging economic circumstances with better ways of working.

4.2 Organisational Change and Efficiency

- 4.21 Wolverhampton Homes has a history of achieving significant efficiency savings. This and the value for money strategy WH has continued to operate has paid dividends with savings on backroom costs used to fund front line services for tenants. LEAP is an example of this where employment prospects for tenants have been enhanced and this will continue and expand throughout 2016/17 and 2017/18.
- 4.22 Further value for money service reviews may yield more efficiency; however, there will be a need for a further reduction of staffing levels in 2016/17 and the two following years.
- 4.23 So, continued organisational change will be necessary in 2016/17 to achieve savings and 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, supporting vulnerable people, and Channel shift/Digital First.

4.3 Organisational Structure and Proposed Changes

- 4.31 In 2015/16 there was a major change in the way housing services were provided within the City in that the Wolverhampton Homes Chief Executive also took over the role of Strategic Director for housing at the Council becoming responsible for both Wolverhampton Homes and retained housing services provided by the City Council. At the end of 2015/16 there were further changes to the way services are managed. Changes to the senior management team at the end of 2015/16 saw the number of Directors reduce from four to three.
- 4.32 The three Directors cover the areas of Operations, Commercial and People. The new structure allows greater opportunity to look for better integration between Housing and Property services as they are now brought together under one director with an Assistant Director for Property and an Assistant Director for Housing. This together with realigned responsibilities for a number of senior managers following the appointment of the two assistant directors has meant major changes in responsibilities at a senior level.

- 4.33 An important priority for early 2016/17 will be bedding in this new structure and taking advantage of opportunities that arise for further efficiency improvements. A programme of service reviews will also be a priority in 2016/17 and will focus on how some specific services are delivered and how these arrangements can be improved. It is essential that as much resource as possible is made available for dealing with vulnerable tenants, income recovery and Digital first. For example, a review of lettings will be one of the key reviews. This will focus on what checks are carried out etc. as part of the current process to see how things can be made more efficient. A saving of 30% on current costs will be the benchmark for this review.
- 4.34 In addition, an important change that will come into force in 2016/17 is the introduction of shared/joint services with the City Council from 1 April 2016. This sharing of service will see new combined back office services covering areas such as payment processing, desk top IT support, health and safety and procurement. It will offer opportunities for both Wolverhampton Homes and the City Council to learn from best practice and improve the quality of back office services overall. New service level agreements and monitoring arrangements will need to be bedded in with the City Council to cover what were formerly in-house services. This sharing of back office services will reduce costs overall and move the focus within the company for some services from the direct management of teams to ensuring service standards are met within the new SLAs.

4.4 Service and workforce planning

- 4.41 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.
- 4.42 The workforce is built around customer and service needs and the skills required 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 WH 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 WH delivers value for money services.

4.5 Workforce Profile

Please note that the tables below include temporary and apprentice posts.

Tables 1 (a) & (b) show Wolverhampton Homes' workforce numbers and profile at December 2015.

Table 2 shows length of service of staff who left Wolverhampton Homes' employment during 2015/16 to 31 December 2015.

Table 3 shows staffing turnover rates for 2011/12, 2012/13, 2013/14 2014/15 and 2015/16 to 31 December 2015.

Table 4 shows the number of new staff who joined Wolverhampton Homes during 2015/16 to 31 December 2015.

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

Table 1 (a): Workforce numbers and profile at 31 December 2015

Grade (or equivalent)	Men		Women		Total		Perm/Temp		Disability		BAME		LGBT	
	No	%	No	%	No	%	P	T	No	%	No	%	No	%
Craft	230	50%	3	1%	233	34%	215	18	17	24%	21	15%	0	0%
Scale 1-4	53	12%	73	31%	126	18%	107	19	19	26%	41	29%	-	40%
Scale 5 – SO2	119	26%	120	51%	239	34%	233	6	23	32%	76	53%	-	50%
POa – d	40	9%	31	13%	71	10%	71	0	9	13%	4	3%	-	10%
Poe – j	10	2%	7	3%	17	2%	17	0	3	4%	1	1%	0	0%
CO	5	1%	2	1%	7	1%	7	0	1	1%	0	0%	0	0%
Total	457		236		693		650	43	72		143		10	

Table 1 (b): Workforce age at 31 December 2015

	Number	%	BAME	Disability	LGBT
Under 25	30	4.33%	6	0	1
25-34	97	14.00%	32	5	3
35-44	147	21.21%	41	11	2
45-54	264	38.10%	41	29	2
55-64	149	21.50%	23	26	2
65+	6	0.87%	0	1	0
Total	693	100.00%	143	72	10

Table 2 (a) : Leavers during 2015/16 (to 31.12.15)

	Men	Women	Total	Disability	BAME	LGBT
Number	34	34	68	3	18	0
Percentage of Total	50%	50%		4.4%	26.4%	0%

Table 2 (b) : Leavers length of service

Length of Service			
Less than 1 Year	1 -5 years service	5 years + service	Total
4	26	38	68

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

Turnover Rate	2011/12	2012/13	2013/14	2014/15	2015/16 @ 31.12.15
		7.6%	6.3%	6.7%	6.6%

Table 4 : New Starters during 2015/16 (to 31.12.15)

	Men	Women	Total	Disability	BAME	LGBT
Number	13	7	20	2	5	0
Percentage of Total	65%	35%		10%	25%	0%

Table 5: Equality and Diversity Targets and Performance

Reference	Indicator	13/14 Performance	14/15 Performance	15/16 Target	Performance @ 31.12.15
BVPI 11a	% of the top 5% of earners who are female	31.25%	37.84%	45%	36.60%
BVPI 11b	% of the top 5% earners who are from black minority ethnic group	3%	5.40%	14%	3.30%
BVPI 16	% of the organisations workforce who are disabled (meet the DDA definition of Disability)	9.5%	9.90%	5%	10.39%
BVPI 17	% of the organisations workforce who are from black ethnic minority group.	21%	21.00%	26%	21.00%
LPI	% of the workforce who are male / female	M66% F34%	M 66% F 34%	Overall target M 65% F 35%	M = 66% F = 34%
LPI	% of the workforce by age distribution	Under 25's 6.75%	4.60%	Under 25's 8%	4.33%

Annual Delivery Plan 2016-17 – Appendix 1

Performance Review Arrangements between City of Wolverhampton Council and Wolverhampton Homes

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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 Commercial.
- 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 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 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 by exception report from the Director of Resources 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 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 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, 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 That there will be an annual review and formal adoption and annual review 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 (Chair)
CWC & WH	Director of Strategic Housing & Chief Executive, respectively
CWC	Head of Housing
CWC	Service Manager Housing Strategy and Development
CWC	Housing Strategy and Development Support Officer
CWC	Finance manager
WH	Chair
WH	Director of Commercial
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 all stakeholders, including Wolverhampton Council, through the Delivery Plan Technical meetings.
December } January }	<ul style="list-style-type: none"> 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.
February } March }	<ul style="list-style-type: none"> Final draft of Delivery Plan as one document including all appendices presented to the Housing Strategy and Development Team Final draft 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	Housing Strategy & Development Support Officer
CWC	Appropriate Officers
WH	Director of Commercial
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 Commercial 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 as a single document including all appendices to the Council's Service Manager Housing Strategy and Development in a timely manner for presentation to the Group, and to be included in the report to Cabinet.
- 6.4.5 City of Wolverhampton 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 Housing Strategy and Development Support Officer for City of Wolverhampton Council and the Director of Commercial 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 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 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 and Development 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 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 City of Wolverhampton 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 for any particular meeting.

CWC	Finance Manager (Housing)
WH	Director of Commercial
WH	Head of Financial Management

11.0 Asset Management Group (AMG)

- 11.1 The AMG will be serviced by Wolverhampton Homes and supported by City of Wolverhampton Council's Housing Strategy and Development Team.
- 11.2 AMG will provide strategic direction to the management of assets assigned by the Council to housing use.
- 11.3 The group will develop a housing management strategy with periodic review and revision.
- 11.4 The group will monitor capital programmes against budget, performance targets, project progress and related regulatory requirements.
- 11.5 Meetings will be held at approximately six week intervals.
- 11.6 The table below indicates the membership of the group. These may be supported by others as necessary.

CWC & WH	Director of Strategic Housing & Chief Executive, respectively
CWC	Head of Housing
CWC	Service Manager Housing Strategy and Development
CWC	Finance Manager (or representative)
WH	Chief Executive Officer
WH	Head of Commercial Services
WH	Head of Asset Management

12.0 Management Agreement Meetings

- 12.1 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.

13.0 City of Wolverhampton Council Boards/Panels

- 13.1 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.
- 13.2 Where reasonably requested to do so, appropriate senior employees of City of Wolverhampton Council will be required to attend the Council's 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 appropriate City of Wolverhampton Council Boards/Panels on the performance of Wolverhampton Homes.

14.0 Wolverhampton Homes' Board

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

**2016-17 DELIVERY PLAN
ACTION PLAN TO DELIVER 2016-17 PRIORITIES**

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
1. Safeguarding and Vulnerability					
1.1 Through LEAP, give increased support to Looked After Children leaving the Council's care.			Quarter 1 – up to 4 with start dates spaced throughout the quarter	Sue Kunynec	
			Quarter 2 – up to 4 with start dates spaced throughout the quarter		
			Quarter 3 – up to 4 with start dates spaced throughout the quarter		
			Quarter 4 – up to 4 with start dates spaced throughout the quarter		
1.2 Implement and make use of the new vulnerabilities database.	WH has developed a vulnerabilities database to enable analysis highlighting potentially the most vulnerable tenants. This will be used as a tool to focus the use of resources and preventative work.		Quarter 1 – launch the new supporting tenants in need arrangements. Complete staff training.	Sue Kunynec	
			Quarter 2 – Monitor volume of cases , contacts made and outcomes.		
			Quarter 3 – Review to identify any patterns or concerns and action accordingly.		

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
1.3 Establishment of the Mash			<p>Quarter 4 – Report to SMT & Board.</p> <p>Quarter 1 – Establish processes to identify split between Public/Private sector referrals and those specific to WH</p> <p>Quarter 2 – Assess total case received and those specific to WH</p> <p>Quarter 3 – Identify cases prevented from potential serious case review</p> <p>Quarter 4 – Report outcome of pilot – and splits as per Qtr1</p>	Darren Baggs	
1.4 Befriending service			<p>Quarter 1 –</p> <ul style="list-style-type: none"> • February 2016 –First tranche of door knocking for service users; • March 2016 – training for volunteers and second round of door knocking, if required. • April 2016 – pilot service to be launched in Merry Hill area. <p>Quarter 2</p>	Ruth Fletcher	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
			Quarter 3 six monthly monitoring of service to date to be carried out in October 2016.		
2. Managing and Delivering Change					
2.1 Undertaking jointly with the Council reviews of housing services retained by the council and implementing any decisions.	Carry out reviews of the Council's housing options service and the management of adaptations.		Quarter 1 - Complete reviews / report back to Cabinet and WH on outcomes Quarter 2 – Report on Reviews to Cabinet / WH Board Quarter 3 – Agree implementation plan and commence implementation Quarter 4 – Complete implementation of the plan.	Lesley Roberts	
2.2 Bedding in the new SMT structure and taking advantage of opportunities that arise for further efficiency improvements.	VFM reviews will focus on following through on existing reviews and targeting new areas for review in 2016/17. VFM reviews will		Quarter 1 – Production of revised VFM strategy and Finance Committee to agree VFM Strategy for 2016/17 Quarter 2 – carry out and report VFM projects Quarter 3 – carry out and report on VFM projects	Philip Toni	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
	aim to assist with reducing expenditure in line with the extension of the management fee freeze to 2020.		Quarter 4 – report to Board on outcome of projects to date and recommendations for 2017/18 budget		
3. Service Development Priorities for 2016/17					
3.1 The further roll out of on-line and automated services and encouraging tenants to “Get Online”.			The targets for this area are all about increasing our percentage of tenants using on line self-service and making use of more efficient payment methods for rents and charges. Quarterly targets for take up of use of self service, use of direct debits for payments, and reductions in calls to Homes Direct etc. are detailed within our performance indicator suite.	Philip Toni	
3.2 Review how we manage our affairs at Board level.			Quarter 1 <ul style="list-style-type: none"> • Review of governance structures by board at February board meeting; • Review finalised at April Board meeting; • If required, review 	Sue Kunynec	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
			<p>approved by Council's Cabinet at April Cabinet Meeting</p> <ul style="list-style-type: none"> If required DCLG and Companies House notified of any changes to memorandum and articles of association 		
<p>3.3 To assist the Council with the delivery of HRA new build through scheme design and project management and support the Council in the establishment of a local housing company.</p>			<p>Quarter 2</p> <ul style="list-style-type: none"> New structure in place by September 2016. 	<p>Lesley Roberts</p>	
			<p>Q1.To assist the Council with preparatory work for a local housing company, including creating a subsidiary in line with the Council's requirements and providing governance and other support.</p> <p>Q2. Target establish company by Summer 2016; approve necessary SLAs, agreements and other documents by July 2016;</p>		

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
			Q3 / Q4 To acquire knowledge of, and make plans for, providing a market rent lettings and management service for the local housing company from 2017;		
4. ITEMS ONGOING FROM 2015/16 DELIVERY PLAN					
4.1 Delivery of the Housing Capital Asset Management Plan	<ul style="list-style-type: none"> • Project Overview • Progress on AMP • Meeting capital programme priorities of WCC 		Q1. Work to timetable on programme delivery and budget preparation. Q2. Work to timetable on programme delivery and budget preparation. Q3. Development of 2017-18 programme with WCC; work to timetable on programme delivery and budget preparation. Q4. Mobilisation of 2017/18 projects; work to timetable on programme delivery and budget preparation.	Simon Bamfield and Kevin Manning	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
4.2 Implement new version of asset management software (Promaster 4)	<ul style="list-style-type: none"> • Data validation and migration • Phased roll-out and training across Property Services • Implement mobile working for stock condition surveyors • Introduce options appraisal capability 		Q1. Complete testing and implement for core users Q2. Implement mobile working on asset management Q3 Implement plant asset management module Q4 Implement options appraisal modules	Simon Bamfield	
4.3 CSR Delivery	<ul style="list-style-type: none"> • Management of social enterprise • Specific CRS projects 		Q1. Review and agree new mission vision and values and business plan for Wolverhampton Works; establishment of befriending service (see separate item) Q2. Identification and planning for giving something back project; review business cases for new business / service proposals for Wolverhampton Works Q3. Delivery of giving something back project; establishment of new	Shaun Aldis and Sue Kunynec	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
			activities within Wolverhampton Works		
4.4 Tenancy sustainment combating impact of welfare reform	<ul style="list-style-type: none"> • Pre tenancy support • Impact of universal credit 		Q1 / Q4. Implement the project plan to address next stages of welfare reform; outreach / support work for tenants likely to be affected by roll out of universal credit.	Anne Herrmann	

2016-17 DELIVERY PLAN
Performance targets for 2016-17

Digital First

Code	Performance Indicator	Performance 2015-16 QTR3	Likely to meet Mar 2016 target	Target 2015-16	Target 2016-17	Good performance
DF3a	% of transactions by payment type (a, 'Offices')	28.06 (qu 3 profiled target 30)	On target	25.00	Targets To be set at quarter 4 when it is clear of the impact kiosks are having.	↓
DF3b	% of transactions by payment type (b, 'Direct Debit')	30.62 (qu 3 profiled target 30.50)	On target	31.00		↑
DF3c	% of transactions by payment type (c, 'Other')	35.04 (qu 3 profiled target 34.50)	On target	36.00		↑
DF3d	% of transactions by payment type (d, 'Kiosks')	6.27	no current target set	not set		↑
tbc	% of households accessed self service system	New indicator for 2016 to be confirmed				↑
DFS6	% availability of self serve systems	95.80	Yes	95.00	98.00	↑

Supporting People In Need

TBC	A small suite of indicators designed to monitor performance of the new database and processes.	Indicators to be decided following the pilot ending April 2016				↑
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Voids & Allocations

VA1a	Average time taken to re-let local authority housing (all)	25	On target	25.00	25.00	↓
VA3	% Rent lost through empty property	1.52	Yes	1.60	1.48	↓

Welfare Reform

RM1a	% of rent collected	97.57 (97.14 target)	Yes	97.50	97.50	↑
RM3	% of Tenants evicted due to rent arrears	0.34 (0.33 target)	No	0.45	0.48	↓
RM6	% of Tenants paying via direct debit	22.33 (21.24 target)	Yes	21.5	25.5	↑

VFM

BP1	Average number of working days lost through sickness	5.52	Yes	6.50	6.25	↓
HO3a	% of Service charges inc ground rent collected from leaseholders	92 (84.50 target)	Yes	97.00	97.00	↑
RM10a	% of monies charged this financial year to active rechargeable repairs accounts that have been recovered (Indicator under review)	7.85 (10.50 target)	No	14.00	TBC	↑
S21	Satisfaction with response repairs service (New electronic survey method)	78.79	No	98.00	85.00	↑

Health & Safety

RP2	% of valid gas certificates for tenanted properties	99.98	Yes	99.60	99.60	↑
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LEAP

LP1	Number of tenants newly employed by WH or partner.	34 (27 profiled target)	Yes	35.00	TBC	↑
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Operational

Anti Social Behaviour

AB1	% Satisfied with the way their anti-social behaviour complaint was dealt with	96.27	Yes	90.00	92.00	↑
AB2	% Satisfied with the outcome of their anti-social behaviour complaint	94.67	Yes	90.00	92.00	↑

Repairs

RP1	% of responsive repairs during period for which an appointment was made / kept	95.28	Yes	95.00	95.00	↑
RP12	% of response repairs completed within timescales	96.86	No	99.00	97.00	↑

Customer Care

CC1a	Homes Direct - Average call answer wait time	70.00	Yes	90.00	90.00	↓
CC1b	Homes Direct - % of calls abandoned	12.80	Yes	15.00	15.00	↓
CC12	% of complaints resolved at Stage 1	90.75	Yes	90.00	90.00	↑

Tenant Engagement

EN4	Number of tenants who have actively involved in Tenant Engagement activities such as Get Togethers, Training or local engagement projects	105	Yes	100	100	↑
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