

Cabinet Meeting

22 February 2017

Report title	Wolverhampton Homes Annual Delivery Plan 2017-18	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Peter Bilson Housing and 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 01902 554841 Tel Email kenny.aitchison@wolverhampton.gov.uk
Report to be/has been considered by	Improving the City Housing Offer Board Place Leadership Team Strategic Executive Board Delivery Plan Quarterly Monitoring Group	25 January 2017 06 February 2017 07 February 2017 08 February 2016

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Accept the Wolverhampton Homes Annual Delivery Plan 2017-18 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 2017-18 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 its ALMO, Wolverhampton Homes is required to produce an annual Delivery Plan. The plan developed in consultation with the Council sets out:
- How Wolverhampton Homes will manage and maintain council owned properties for the financial year 2017-18
 - 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 City Strategy and the Corporate Plan.
- 2.2 The management agreement also requires the final version of the annual Delivery Plan to be considered and endorsed by the Delivery Plan Monitoring Group. The Cabinet Member for Housing and City Assets chairs the group and its membership is drawn from Board members from Wolverhampton Homes and senior officers from WH 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 monitored monthly or quarterly, as appropriate, at joint performance monitoring meetings between Council employees and officers from Wolverhampton Homes.

3.0 Annual Delivery plan 2017-18.

- 3.1 The contents of the Annual Delivery Plan 2017-18 have been negotiated between Wolverhampton Homes and Council employees over the past three months led by the Housing Strategy Team.
- 3.2 At the meeting of the Delivery Plan Monitoring Group on 8 February 2017 the group will endorse the Delivery Plan recommending it to the Council and the Board of Wolverhampton Homes for acceptance. Both organisations must approve the Delivery Plan before the end of March 2017 to allow implementation on 1 April 2017.

- 3.3 The 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 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 2017-18 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 Delivery Plan 2017-18 are set out on pages 14 to 17 of the plan. The Delivery Plan is consistent with the approved Housing Revenue Account (HRA) Business Plan.

[JM/02022017/B]

5.0 Legal implications

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

[RB/02022017/B]

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 2017-18.

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 2017-18
- Appendix 1 Wolverhampton Homes Annual Delivery Plan 2017-18– Performance Review Arrangements
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Wolverhampton Homes

Delivery Plan 2017-18

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INTRODUCTION AND FOREWORD

Welcome to the Wolverhampton Homes 2017-18 Delivery Plan. 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 financial 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 [Corporate Plan](#), 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 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 for
Housing and City
Assets)
Wolverhampton City
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:

- A 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
- A leaseholder forum meeting four times a year made up of leaseholders to discuss and scrutinise leaseholder issues like service charges and contributions to capital works
- The Wolverhampton Federation of Tenants' and Residents' Associations 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 2017-18

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 2017/18. This year's Delivery Plan has been written in the context of the establishment by the Council of a new subsidiary company – WV Living – to deliver new housing in the City, the Chancellor of the Exchequer's 2016 Autumn Statement and current plans for further welfare reform and the implementation of the Housing and Planning Act 2016.

2.1.2 In more detail the context for setting priorities for 2017/18 are:

- Supporting the Council's Corporate Plan and City and Housing Strategies overall
- Undertaking a role in supporting the Council in 'delivering new homes', which in 2017/18 for Wolverhampton Homes will centre on identifying in-fill sites to supplement the mainstream development of larger sites being carried out by the council.
- Working on arrangements to manage newly built market rented property to support the Council's newly established WV Living subsidiary
- The roll out of the "Click Start" programme, Digital First in general and the promotion of Wolverhampton Home's online self-service offering. This is in support of the Council's drive to increase the number of people with digital and financial skills
- Continuing to support the Council's corporate aim to help people develop the skills to get and keep work through our commercial activities, e.g. the further development of Wolverhampton Works
- Continuing to respond to Welfare Reform and the introduction of Universal Credit to support the Council's aim of safeguarding people in vulnerable situations

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 Looking ahead to 2017-18 – Key Themes

2.2.1 Some on-going actions from last year, 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. We also want to acknowledge that although change is a major issue, what is also important for many customers is that we continue to deliver the core services well such as dealing with repairs and managing estates to a high standard. However, added to core business and on-going issues like welfare reform there are a number of new priority areas for 2017/18. These are considered in detail in section 3.

Managing and delivering change – an overview of our environment

2.2.2 In 2015/16 there was a major change in the way housing services were provided within the City. The Wolverhampton Homes Chief Executive 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.

- 2.2.3 Now that these changes have bedded in the focus will be on how some specific services are delivered and how these arrangements can be improved. A key issue will be the further development of Wolverhampton Homes' commercial activities. In 2017/18 the organisation aims to roll out a private sector repairs service providing repairs to owner occupiers and private landlords across the City. There are also plans to set up an internal job agency through the Learning Employment and Achievement Programme (LEAP) to provide a variety of employment opportunities for Council tenants as a staging post to help them get into regular employment.
- 2.2.4 A process of restructuring services at the end of 2015/16 leading into 2016/17 has created a stable financial environment for the organisation. This means that looking ahead to 2017/18 services can be reviewed on a more tactical basis focusing on areas where there is an imperative for change or opportunities arise for small scale savings based on staff leaving or retiring. To make the most of resources it is important that as much resource as possible is made available for dealing with vulnerable tenants, income recovery and Digital First.
- 2.2.5 The area likely to experience greatest change in 2017/18 will be customer services. Firstly, before the end of the 2016/17 financial year Wolverhampton Homes will cease all collection of direct payments by tenants other than by automated kiosks and secondly the Low Hill and Merry Hill offices will have closed. These changes will see a movement of staff away from routine transaction based work to more value added services for tenants. In 2017/18, Wolverhampton Homes will approach the end of a ten year lease, and will also be deciding the future of Market Street, the customer service point in the city centre since 2007. A review will be conducted going into 2017 to determine the best customer service point in the city centre for tenants in terms of both convenience and value for money. All three one stop shops (Bilston, Wednesfield and the city centre office) will look different in 2017 because the removal of direct payment taking across the organisation will be linked to providing better facilities for customers to directly access self-service IT systems directly in one stop shops. There will also, potentially, be a need to accommodate other services such as homelessness advice within our front of house.
- 2.2.6 Shared back office services established from 1 April 2016 continue to bed in and will continue to be monitored. Wolverhampton Homes is now at a point where the internal structure of back office service management within the Council is changing to more fully integrate services to Wolverhampton Homes as a single service. In 2017/18 Wolverhampton Homes will need to work hard with colleagues to support this change and also to ensure that service standards are maintained going forward. In the main, shared services are going well with the only area where any significant service issues have been experienced in ICT. Although savings have not been made to date we

hope to start to see some savings in 2017/18 as structures within the Council start to evolve as the teams continue to integrate.

3. Service Development, New priorities for 2017/18 based on the key themes from the 2017/18 delivery plan

3.1 Introduction

- 3.1.1 In the past the Delivery Plan has focused purely on new services and initiatives. However, what is extremely important to the success of Wolverhampton Homes is making sure that enough attention is paid to 'business as usual'. Through a focus on its performance indicators, in 2017/18 Wolverhampton Homes aims to hit improved standards of performance in areas such as rent collection, void turnaround, repairs and customer response through Homes Direct. Concentrating on 'business as usual' will keep the focus on the customer as being at the heart of what Wolverhampton Homes does.
- 3.1.2 Alongside this renewed focus, the Council's Senior Executive Board is keen that Wolverhampton Homes continues to be ambitious and it develops ambitious plans for the future. Detailed below are the service development priorities for 2017/18 proposed within the delivery plan. These draw on the key themes in section 2 to support the Council in delivering its 2016-2019 Corporate Plan. In the appendices to this document the new service development priorities have been reflected in milestones and new performance measures to create some measurable objectives for the next financial year.
- 3.1.3 In summary, the priorities identified at this stage for 2017/18 for consultation are:
- initiatives to encourage tenant resilience through new forms of tenant support so that services are tailored to support the most vulnerable. For example, support tenants who will have to manage with changes to the welfare system - Wolverhampton Homes aims to support the Council's corporate objective of helping people to live longer, healthier lives by promoting independence for older people and people with disabilities. Further developing the use of the SPIN (supporting people in need) database will assist with delivering the Council's aim to safeguard people in vulnerable situations.
 - responding to legislative change – e.g. financial issues arising from the implementation of the Housing and Planning Act
 - investing and improving the housing stock, including Heath Town regeneration. Over the next few years this will form an important part of the Council's objective of improving the city housing offer.
 - Digital First – getting tenants online and increasing the use of our on line self-service; assisting and encouraging tenants to improve their IT skills and rolling out mobile working to our staff, increasing access to broadband – these measures support the Council in improving critical skills and employability within the City.
 - Wolverhampton Works and commercial –the expansion of Wolverhampton Works activities, for example through introducing private sector repairs will serve to improve critical skills and employability. Wolverhampton Homes will also continue to work with the Black Country impact project to improve employment prospects for the 18 – 25 age group and use LEAP to support older tenants.

- Wolverhampton Homes support to WV Living – making preparations for managing new affordable housing stock and a market rented portfolio. As the property management partner to the new wholly owned council subsidiary, Wolverhampton Homes will be responsible for managing new homes not built for sale, irrespective of tenure where appropriate.
- reshaping customer services / integration of potential new housing services into Wolverhampton Homes – Wolverhampton Homes is in discussions with the Council about the future of housing functions currently not managed by Wolverhampton Homes. This may at some future point result in some services such as temporary accommodation being managed by Wolverhampton Homes. This will involve those services having to be integrated into existing management structures and service provision.
- accommodation – review of office accommodation. Wolverhampton Homes currently rents its main office from the Council. As part of its own accommodation plans the Council may wish to take back the site. Leaving Hickman Avenue potentially offers an opportunity to save on rental costs and / or invest in building or acquiring premises. A new build project could potentially build on the Council's aim to encourage new investment in the city and aid with regeneration.

The above priorities are set out in further detail below:

3.2 Initiatives to encourage tenant resilience through new forms of tenant support, tailoring services and support for the most vulnerable and supporting tenants facing changes to the benefit system.

- 3.2.1 Both from the point of view of helping tenants and protecting rent income to the Council, it is essential that tenants on benefits are supported through changes to the welfare benefits system. Changes such as the reduction in the overall benefits cap; changes to housing support for the under 35s; and the roll out of universal credit have all been anticipated by the organisation and planning is well advanced.
- 3.2.2 Wolverhampton Homes will continue to prioritise identifying and working with the affected individuals to lessen the impact on them of welfare reform. The SPIN (Supporting people in need) data base will continue to identify tenants most affected by potential changes and target help. A successful lottery bid, "Click Start" will also be used as a platform for helping tenants back into work training and education.
- 3.2.3 Linked to the above, Wolverhampton Homes is committed to improving support and resilience for all tenants irrespective of circumstances. Wolverhampton Homes has developed initiatives through a corporate social responsibility fund such as the older / disabled persons befriending service and the 'Get Active' service. These have been developed to combat loneliness and make it easier for people to cope in their own homes or cope for longer.
- 3.2.4 Wolverhampton Home's will also continue to work closely with the Council in the newly established Multi Agency Safeguarding Hub (MASH) to assist with safeguarding vulnerable people.

3.3 Responding to Legislative change

- 3.3.1 2017/18 will see some major legislative changes affecting social housing. The rules relating to the compulsory sell off of higher value social housing stock could impact on the housing stock directly (and thereby people on the waiting list) or the housing revenue account via a government levy, or both. Once the rules are clear Wolverhampton Homes will work closely with the Council on managing the impact of the changes. A key activity between now and go live, which may be from 2017/18 will be the agreement of policies for addressing the implementation of these changes.
- 3.4.3 The Government's planned introduction of fixed term tenancies will be the kind of change that only happens once in a generation. Moving away from lifetime tenancies will be a major change for future social tenants. The Council and Wolverhampton Homes will have to look very closely at the discretion and constraints involved and ensure that it is implemented to the greatest benefits of future tenants, Wolverhampton Homes as the Council's managing agent, and the Council itself. New tenancy agreements and systems will need to be developed to manage the review of fixed term tenancies going forward.
- 3.5 Investing and improving the housing stock, including the Heath Town re-development**
- 3.5.1 The Council's capital programme expenditure plans for 2017 /18 is valued at around two thirds of the Wolverhampton Homes management fee in global terms and therefore has an important impact on the quality and quantity of social housing in the City. Wolverhampton Homes has an important role in delivering the capital programme, working closely with the Council.
- 3.5.2 Looking to the development of the Delivery Plan model for 2017/18 an increasing emphasis will be put on reporting on and monitoring the delivery of the capital programme. Key plans for 2017./18 include:
- The next steps in the regeneration of Heath Town which include refurbishing the deck access blocks (£10M in 2017/18) and the diversion of pipework to enable the demolition of the precinct. Overall, there are plans to spend nearly £40M over the next four years on Heath Town improvements.
 - Roof replacements of just over £4M in 2017/18 as part of a programme of £16M over the next four years.
 - £11M refurbishment of Ellerton Walk maisonette blocks over the next three years.
 - A long term programme spending £2.3M per year on refurbishing voids and £2M per year on renewing mechanical and electrical infrastructure is planned within the programme. There will also be an annual programme for external Improvements, e.g. guttering at £1.4M per year. Planned spending on disabled adaptations, structural repairs, fire safety and communal areas are all planned to run at around £1M per year respectively.
 - Design and construction of new housing to infill on former garage sites to the value of £1.9M is planned for 2017/18. Although small-scale this work will be complementary to the main thrust of the Council's new build plans and will support the Council's regeneration aims through making use of defunct garage sites.

- In addition to the above the Council plans to use general fund borrowing to develop Council owned sites to provide houses for sale, affordable and market rent.

3.5.3 Looking ahead, changes to local housing allowance are likely to make sharing the only affordable option for most people under 35. This is likely to produce a demand for shared accommodation that the social housing market is not currently geared to meet. New build is not on a sufficient scale to meet this demand from 2018 and so reconfiguring existing stock will be the only viable option to meet demand. Wolverhampton Homes will work to develop a model that can successfully reconfigure existing properties at a reasonable cost and have the flexibility to do so again at a future date should the benefit system be subject to further change.

3.5.4 Further detail on the programme are provided in an annexe.

3.6 Digital First

3.6.1 From a customer service perspective one of Wolverhampton Homes' key priorities for 2017/18 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 in line with the Council's corporate objective of improving critical skills and employability.

3.6.2 Similarly, the click start programme, funded by the lottery will provide three posts for three years to help tenants back into work, education and training. Through assistance with IT skills.

3.6.3 In 2017/18 Wolverhampton Homes aims to roll out improved mobile working options to at least 200 staff. This will enable staff to access the Northgate system on the patch and update tenant data over the working day. Trades staff will also move over to using iPads and similar devices that will make their work easier. Wolverhampton Homes also plan to be able to collect satisfaction feedback from tenants using wireless technology in their own homes. In management terms, plans to move to a new scheduling system will better enable the organisation to book work across all activities and track progress.

3.6.4 Wolverhampton Homes will continue promotional activities such as "Hop on Line" to encourage tenants to use direct debit and online services. From April 2017 the organisation plans to introduce an "Online Pledge". This will be a pilot that work on the basis of giving a one-off pledge payment to tenants for agreeing to make full use of all digital services for a year. The pilot will be limited to the first 500 tenants to sign up and interest will be maintained by a periodic prize draw for people who continue to be maintaining the pledge.

3.6 Wolverhampton Works and the expansion of commercial work

3.6.1 In 2017/18 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.

- 3.6.2 Key to the plans for 2017/18 will be putting the painting and decorating service on a more commercial footing and increasing turnover to generate more employment opportunities. Wolverhampton Homes also plan to bring in a private sector repairs service providing the existing range of repairs and maintenance work but to private sector landlords, social landlords and owner occupiers. Linked to this is a plan to bid for more non housing work with the Council.
- 3.6.3 Wolverhampton Homes will assess the viability of further expanding work opportunities through Wolverhampton Works through starting an internal job agency supporting tenants back into work by marketing their skills in the job market. Any development would have to be complementary to the Council's own "Yoo" employment agency.
- 3.6.4 Wolverhampton Homes commercial activity ties in with the wider agenda of improving tenant resilience and safeguarding as it targets supporting and finding employment for former looked after children through working with the Black Country Partnership.

3.7 Preparations for managing properties on behalf of WV Living

- 3.7.1 Linked to the set up of a new Council subsidiary (WV Living) Wolverhampton Homes is preparing to manage the Council's new stock of affordable and social rented property and shared ownership units. Wolverhampton Homes will also manage market rented properties on behalf of WV Living properties under a Service Level Agreement. Wolverhampton Homes will be involved in the full range of activities from feeding into the design of the properties, the marketing and then the letting of new homes and their management.
- 3.7.2 At this stage the intention is that the management of the market rented properties will be linked with the existing portfolio of market rented properties managed by Wolverhampton Homes through its private sector leasing activities.

3.8.1 Integration of potential new housing services into Wolverhampton Homes / a new vision for customer services

- 3.8.1 The Council is currently reviewing retained housing functions, like homelessness, with a view to potentially integrating some or all of these services into Wolverhampton Homes. This has implications for the internal management of services within the organisation as these new responsibilities would need to be accommodated within existing structures. This latter point means Wolverhampton Homes needs to review the one stop shops to assess how suitable they are to cope with a wider range of service demands. This is timely as the lease on one of the three one stops shops, Market Street, ends in 2017. In 2017/18 the organisation will have to decide whether or not a new lease is signed for Market Street, and if not, where the it will be re-locating its city centre office.

3.9 Accommodation

- 3.9.1 Wolverhampton Homes has had its main office located at Hickman Avenue for more than a decade. 2017/18 offers an exciting opportunity to look to move to more suitable office accommodation. The Council's long-term aim is to make alternative use of the Hickman Avenue site.
- 3.9.2 From a value for money perspective all options are being considered including new build. A new build project could potentially generate major savings on rent for the organisation at a time when interest returns on reserves are historically at their lowest. Any new build proposals would need to be approved by the Council under the terms of the management agreement. New build could also support the Council's wider regeneration objectives through providing further investment within the city.

3.10 Action Planning

Appendix 1 shows how Wolverhampton Homes will take forward the key priorities from the business plan during 2017-18.

4. Performance indicators and targets for 2017-18

- 4.1 Appendix 2 sets out the key performance indicators and targets relevant to the Delivery Plan 2017-18. 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.

5. FINANCIAL PLAN FOR 2017-18

- 5.1 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.
- 5.2 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 Wolverhampton Homes 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 organisation since 2013.
- 5.3 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 Council's 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 years timescale.

- 5.4 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.
- 5.5 Wolverhampton Homes has built its 2017/18 budget around the assumption of an extended cash freeze. Although organisation WH has built up reserves to cope with pressures on its management fee it needs to continue to make savings in 2017/18 and beyond to cope with the implications of the revised HRA forecasts. The organisation 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 organisation 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

- 5.6 The recent revaluation of the organisation pension investments by the West Midlands Pension Fund mean that employer contribution rates for Wolverhampton Homes will be on the increase. From April 2017 the contribution rate for Wolverhampton Homes as the employer will increase by 5.7%. This will take it from 13.5% to 19.2%. This is nearly a 50% increase in the contribution rate and will mean that contributions as employer to the fund will increase by £1M per year. Bearing in mind that the management fee is fixed for the foreseeable future the latest inflation figures for December showing a 1.6% increase are also of concern. This is the highest rate of the consumer price index in over two years and marks a significant increase on the 1.2% recorded in November 2016. The likelihood is that inflationary pressures will continue and will make managing within a cash frozen budget more challenging.

Universal Credit

- 5.7 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 will increase and 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

- 5.8 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 Human Resources plan. Looking forward Wolverhampton Homes 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.

- 5.9 Wolverhampton Homes approach to Value For Money (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:
- Implementing self-service options for tenants (e.g. cash payment machines, ordering repairs on line, etc.) will also reduce transactions costs.
- 5.10 The 2017/18 financial year will see the delivery of a new VFM Strategy and a back to basics approach to services. 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

- 5.11 Capital Expenditure on the Council stock is funded directly from the HRA. Wolverhampton Homes assists the Council in the delivery of the Capital Programme.
- 5.12 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.
- 5.13 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.
- 5.14 The overall impact of these measures equates to a reduction of £540 million over the lifetime of the business plan.
- 5.15 The HRA is expected to have sufficient resources to fund £1.6 billion of capital works that will be required to housing stock 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.
- 5.16 Looking to the next five years there are planned stock condition works of £21.4M in 2017/18, 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.

- 5.17 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. A summary of the capital programme for 2017/18 is provided within the Delivery Plan.

6 HUMAN RESOURCES PLAN FOR 2017/18

6.1 Context

- 6.11 The year ahead will continue to 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 confirmed that the management fee freeze will continue to 2019/20. The management fee has been frozen since 2011/12.
- 6.12 There is clearly an element of unpredictability about the future however Wolverhampton Homes aims to retain as many jobs as possible in the medium term, and wishes to continue growing the Learning Employment and Achievement Programme (LEAP) training and employment programme as well as other employability schemes for tenants and residents. The Skills Development centre is operational, following a further successful bid to the Black Country Training Group (BCTG) Consortium and is accredited to provide training and also facilitates work experience. In addition, the Skills & Enterprise team were identified as a key delivery partner in the Council's element of the Black Country Impact Project (BCIP) and there are new targets to provide work and training opportunities to young people including support for those not in employment education or training including those leaving the Council's care.
- 6.13 In the meantime, Wolverhampton Homes 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. This will represent significant continued challenges for rent collection. 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 Wolverhampton Homes and for the Council (and consequential loss of service to tenants).
- 6.14 It is necessary, therefore, both to reduce the cost of staff and to redeploy staff to help mitigate the effects of Welfare Reform. There will be a strong emphasis on managing the inevitable changes for customers and the organisation as a result of welfare reform.
- 6.15 It is also appropriate to consider the business case for realigning and changing some services, including shared/joint services to better meet the challenging economic circumstances with better ways of working.

6.2 Organisational Change and Efficiency

- 6.21 Wolverhampton Homes has a history of achieving significant efficiency savings. This, and the value for money strategy Wolverhampton Homes has continued to operate

has resulted in savings on back office costs being 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 2017/18 and 2017/19.

- 6.22 Further value for money service reviews may yield more efficiency; however, there will be a need for a further small reduction of staffing levels in 2017/18 and the two following years.
- 6.23 Continued organisational change will be necessary in 2017/18 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.

6.3 Organisational Structure and Proposed Changes

- 6.31 In 2015/16 there was a major change in the way housing services were provided within the City with the Wolverhampton Homes Chief Executive taking the role of Strategic Director for City Housing at the Council, becoming responsible for both Wolverhampton Homes and retained housing services provided by the Council. At the end of 2015/16 there were further changes to the way services were managed within Wolverhampton Homes and changes to the Wolverhampton Homes senior management team saw the number of Directors reduce from four to three.
- 6.32 The three directors cover the areas of Operations, Commercial and People. The 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. This senior structure is now fully established and operational and will be subject to ongoing review along with all staff structures to ensure they are fit for purpose.
- 6.33 An important priority for early 2017/18 will be taking advantage of opportunities that arise for further efficiency improvements. A programme of service reviews will also be a priority in 2017/18 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. In addition, a joint review by the Council and Wolverhampton Homes is expected to be concluded into the opportunities for greater collaboration between the services provided by the Council and Wolverhampton Homes in relation to homelessness and housing support and advice including temporary accommodation and lettings.
- 6.34 April 2016 saw the introduction of some shared/joint services with the Council. This saw new combined back office services covering the following areas: payment processing, desk top IT support, health and safety and procurement. It offered opportunities for both Wolverhampton Homes and the Council to learn from best practice and improve the quality of back office services overall. New service level

agreements and monitoring arrangements are now bedded in with the Council to cover what were formerly in-house services. This sharing of back office services is intended to reduce costs overall and move the focus within Wolverhampton Homes for some services from the direct management of teams to ensuring service standards are met within the new service level agreements. 2017/18 will see a review of shared arrangements.

6.4 Service and workforce planning

6.41 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.

6.42 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 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.

6.5 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 2016.

Table 2 shows length of service of staff who left Wolverhampton Homes' employment during 2016/17 to 31 December 2016.

Table 3 shows staffing turnover rates for 2012/13, 2013/14, 2014/15, 2015/16 and 2016/17 to 31 December 2016.

Table 4 shows the number of new staff who joined Wolverhampton Homes during 2016/17 to 31 December 2016.

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

Table 1 (a): Workforce numbers and profile at 31 December 2016

Grade (or equivalent)	Men		Women		Total		Perm/Temp		Disability		BAME		LGBT	
	No	%	No	%	No	%	P	T	No	%	No	%	No	%
Craft	227	51	6	2	233	34	215	18	17	23	21	15	2	17
Scale 1-4	53	12	71	31	124	18	102	22	22	29	38	27	3	25
Scale 5 – SO2	119	26	117	51	236	35	227	9	23	31	77	54	6	50
POa – d	36	8	28	12	64	10	64	0	9	12	4	3	1	8

Poe – j	9	2	6	3	15	2	15	0	4	5	1	1	0	0
CO	4	1	2	1	6	1	6	0	0	0	0	0	0	0
Total	448		230		678		629	49	75		141		12	

Table 1 (b): Workforce age at 31 December 2016

	Number	%	BAME	Disability	LGBT
Under 25	37	5	6	3	3
25-34	96	14	29	5	3
35-44	136	20	41	10	1
45-54	238	35	43	29	3
55-64	165	25	22	28	2
65+	6	1	0	0	0
Total	678		141	75	12

Table 2 (a) : Leavers during 2015/16 (to 31.12.16)

	Men	Women	Total	Disability	BAME	LGBT
Number	30	26	56	6	13	0
Percentage of Total	54	46		10	23	0

Table 2 (b) : Leavers length of service

Length of Service			
Less than 1 Year	1 -5 years service	5 years + service	Total
11	8	37	56

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

Turnover Rate	2012/13	2013/14	2014/15	2015/16	2016/17 @ 31.12.16
		6.3%	6.7%	6.6%	13.1%

Table 4 : New Starters during 2015/16 (to 31.12.16)

	Men	Women	Total	Disability	BAME	LGBT
Number	30	21	51	4	14	2
Percentage of Total	59	41		8	27	4

Table 5: Equality and Diversity Targets and Performance

Reference	Indicator	14/15 Performance	15/16 Performance	15/16 Target	Performance @ 31.12.16
BVPI 11a	% of the top 5% of earners who are female	37.84%	37.5%	45%	37%
BVPI 11b	% of the top 5% earners who are from black minority ethnic group	5.40%	3.12%	14%	3.7%
BVPI 16	% of the organisations workforce who are disabled (meet the DDA definition of Disability)	9.90%	11.3%	12%	11%
BVPI 17	% of the organisations workforce who are from black ethnic minority group.	21.00%	20%	26%	21%
LPI	% of the workforce	M 66%	M 66% F 34%	Overall target	M = 66% F = 34%

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	who are male / female	F 34%		M 65% F 35%	
LPI	% of the workforce by age distribution	4.60%	3.68%	Under 25's 8%	5%

Capital Programme Annexe -

Capital Programme Budgets – Proposed Revision (October 2016)

This section sets out delegated projects delivered and managed by Wolverhampton Homes. The key projects, with projected spend for 2017/18, are as follows:

Heath Town Estate – refurbishment of the retained blocks (includes the bulk metering) £10M

Project to refurbish the deck-access blocks (over-cladding the building fabric, converting the roofs to mono-pitch, renewing electrical infrastructure, replacing the communal entrances along with associated environmental works) and to carry out the necessary remedial work to the tower blocks to complement the Heath Town Regeneration Project. This is Phase 1 of a larger capital investment project over the next four years.

Roof Replacement Programme (City-wide) £4.3M

Programme of roof replacement targeting the areas with roofs in the worst condition; including pitched and flat roofing. The pitched roofing work scope includes structural repairs to the roof structures, the renewal of roof coverings, fascia's & gutters etc. The flat roofing work scope will include replacing roof coverings; or where appropriate utilising a lightweight roofing system to convert to a pitched roof.

New Park Village: Refurbishment of the Ellerton Walk Maisonette Blocks £2.6M

This is part of a larger programme of works at Ellerton Walk, this project relates to the redevelopment of the deck-access blocks to address longstanding concerns, including structural repair works to concrete walkways, stairwells etc. and remodelling deck access routes, along with over-cladding and replacing communal entrances.

Refurbishment of voids - £2.4M

Works to void properties that require significant structural repair work or improvements to bring the property to the Decent Homes standard (if the previous tenant refused the Decent Homes work, or where there is newly arising non-decency).

Internal Improvements £1.6M

Programme to deliver internal works to properties where access was previously refused under the Decent Homes Programme (and circumstances have now changed), or where single or multiple elements that were decent have now become non-decent e.g. (kitchens, bathrooms, heating or electrics). This will include installation of adaptations if necessary as part of Decent Homes work and provision of suitable aftercare.

External Improvement Programme £1.4M

The Planned Improvement Programme (PIP), which includes the replacement of guttering, fascia's, soffits etc. rainwater and soil & vent pipes etc. and the completion of minor roofing / chimney repairs.

Structural Repair Works (ad-hoc, City-wide) £1M

Provision for the rectification of miscellaneous structural problems (such as settlement or lintel failure) as and when they arise (inc. of professional fees).

Merridale Court; External Repairs £1.6M

This project marks the completion of works spread across more than one year to Merridale Court Maisonette Blocks; Structural concrete repairs and the replacement of roofs, rainwater goods, asphalt covering to walkways and walkway balustrades.

Renewal of Mechanical and Electrical Infrastructure (city-wide) £2M

Replacement / upgrading of rising electrical mains / landlord supplies including switch-gear and renewal of communal lighting.

Fire Safety Improvements £0.9M

Essential work identified following the completion of periodic Fire Risk Assessments and includes the replacement of fire-stopping, fire doors, fire partitions and fixed / portable fire safety equipment within blocks of flats.

Low Hill – Residential Repairs £0.9M

The project is for remedial works to 265 Council properties in Low Hill where structural defects are apparent to the roofs and rear extensions. The work scope includes the demolition of rear extensions (to 192 dwellings), repair of roof structures, the replacement of roof covering and internal alterations to provide new bathroom facilities.

Disabled Adaptations £1M

Aids and adaptations to social housing (funded by City of Wolverhampton Council); provision for the installation of level access showers, kitchen adaptations, extensions, grab rails etc., where the need for aids/adaptations is identified through Occupational Therapy referral.

Heath Town Estate Regeneration Enabling - Diversion of District Heating Pipework £1.8M

The diversion of the district heating pipework and construction of new thermal stores to enable the demolition of the Heath Town precinct to commence (part of the Heath Town Regeneration Project).

Infill new build £1.9M

Working on behalf of the Council's Housing Development Team, design and construction of new housing to infill areas such as former garage sites and other orphan sites.

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 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 (Performance Management) Panel, 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 Commercial at the monthly Performance and Operational Group Meetings (described later in this document) and where necessary reporting to Heads of Service and Executive Directors. This includes services delivered by and to the Council's tenant management organisations.

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 Council's monitoring of Wolverhampton Homes' delivery of the services in the Management Agreement (as set out in the Delivery Plan)
 - 4.2.2 The ways in which Wolverhampton Homes will contribute to added value in the development of the Corporate Plan 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 Asset Management Group (AMG)
 - 5.2.3 Delivery Plan Monitoring Meetings
 - 5.2.4 Delivery Plan Technical Meetings
 - 5.2.5 ad hoc Management Agreement Meetings

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

- 5.2.6 an Annual Meeting/Event (if appropriate)
- 5.2.7 briefing/exchange of information meetings
- 5.2.8 Scrutiny and Performance Panels
- 5.2.9 an annual review and formal adoption of these arrangements as included in the annual Delivery Plan
- 5.2.10 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 Housing and City Assets (Chair)
CWC & WH	Strategic Director Housing & Chief Executive, respectively
CWC	Head of Housing
CWC	Service Manager Housing Strategy and Development
CWC	Housing Strategy and Development Support Officer
CWC	Head of Financial Management
WH	Chair of the board
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 to be agreed by Delivery plan Monitoring Group
September } October }	<ul style="list-style-type: none"> Wolverhampton Homes senior Management Team and Board Business/Delivery Plan development process begins
October } November }	<ul style="list-style-type: none"> first round Delivery Plan consultation with stakeholders consultation with City of Wolverhampton Council officers through the Delivery Plan Technical meetings
December	<ul style="list-style-type: none"> first draft of Delivery Plan produced for consultation with all stakeholders

January	<ul style="list-style-type: none"> Wolverhampton Homes approved performance targets for the new year forwarded to the Council for inclusion in the Council's Corporate Business Plan final draft of the Delivery Plan submitted to Service manager Housing Strategy & Development in accordance with the agreed Delivery Plan process timetable
March	<ul style="list-style-type: none"> Final draft of Delivery Plan, agreed by the Delivery Plan Monitoring Group and Wolverhampton Homes Board, adopted by the Council's Cabinet and Full Council.

6.3 Delivery Plan Monitoring Group Meetings:

- 6.3.1 The Delivery Plan Monitoring Group will be the designated forum through which all annual Delivery Plan Meeting business will be conducted
- 6.3.2 Throughout the year and at year end, the group will review performance against the targets set out in the current year's Delivery Plan; and, at the appropriate time in their development, review the initial and final drafts of the annual Delivery Plan
- 6.3.3 Prior to agreement of 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 to the Council's Service Manager Housing Strategy and Development in a timely manner for presentation to the Group
- 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 Council Tax for these properties
 - 9.5.4 other relevant issues which may arise from time-to-time
- 9.6 A standing agenda will allow the group to consider on a monthly basis, operational issues; and on a quarterly basis, other strategic issues.
- 9.7 The table below indicates the members attending this meeting regularly and these may be supported by others as necessary for any particular meeting.

CWC	Housing Strategy and Development Support Officer
WH	Principal Performance Officer

10.0 Asset Management Group (AMG)

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

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

CWC & WH	Strategic Director Housing & Chief Executive, respectively
CWC	Head of Housing
CWC	Service Manager Housing Strategy and Development
CWC	Head of Financial Management (or representative)
WH	Director of Operations
WH	Assistant Director - Property
WH	Head of Commercial Services

11.0 Management Agreement Meetings

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

12.0 City of Wolverhampton Council Boards/Panels

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

13.0 Wolverhampton Homes' Board

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

**2017-18 DELIVERY PLAN
 ACTION PLAN TO DELIVER 2017-18 PRIORITIES**

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
1. Safeguarding and Vulnerability					
Girls aloud project.	WH working with Square Pegs – working with female tenants exposed to gang culture.	Start 2017/18	Targets to be set shortly to cover diversionary activities / delivery of access to employment and training.	Jin Takkar / ASB Team	
Various safeguarding and vulnerability projects commenced in 2016/17 are reported below as ongoing projects.	See the final page of the action plan.				

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
2. Managing and delivering change					
Undertaking jointly with the Council reviews of housing services retained by the council and implementing any decisions.	Carry out reviews jointly with the Council of housing services retained by the council and implementing any decisions.	End of June 2017	Anticipated this will be completed by the end of the first quarter of 2017/18 although the date(s) for taking report(s) to CWC / WH have yet to be determined.	CWC / Lesley Roberts (WH)	Work to assess the viability of changes to the service delivery model is underway.
Helping tenants into work, education and training					
3.1 The further roll out of on-line and automated services and encouraging tenants to “Get Online”.	In detail, this will involve the roll out of the “Click Start” programme, Digital First in general and the promotion of Wolverhampton Home’s online self-service offering. This is in support of the council’s drive to increase the number of people with digital and financial skills	2017 /18	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. Click Start will deliver	Eamonn McGirr	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
			competencies such as understanding use of the internet and emails, job search and moving into education or training. The target scheme through put is 55 participants in 2017/18.		
3. Service Development Priorities for 2017/18					
Undertaking a role in supporting the Council in 'delivering new homes'	in 2017/18 for Wolverhampton Homes will centre on identifying in-fill sites to supplement the mainstream development of larger sites being carried out by the council.	2017/18	Currently, the target for the year as a whole is to build a minimum of 21 properties – although this may increase as the year progresses.	Shaun Aldis	
3.3 To assist the Council with the	In 2017/18 WV Living will be				

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
delivery of HRA new build through scheme design and project management and support the Council in the establishment of a local housing company.	moving into the build phase of the project. Work will be ongoing in the year to prepare for managing a portfolio of market rented properties. Work has already been undertaken on the development of a service level agreement with WV Living and 2017/18 will see work to finalise internal arrangements for marketing, letting and property management within the company.	2017/18	Targets to be set shortly	Lesley Roberts	
4.1 Delivery of the Housing Capital Asset Management Plan / capital spending targets	<ul style="list-style-type: none"> • Project Overview • Progress on AMP • Meeting capital programme priorities of WCC 	2017/18	Quarterly targets for spending within the capital programme are as follows: <ul style="list-style-type: none"> • Qtr. 1 £6,296,819 • Qtr. 2 £6,649,185 • Qtr. 3 £7,861,973 • Qtr. 4 £8,608,696 	Simon Bamfield and Kevin Manning	
Employability	Management of	2017/	Decisions on the	Oliver	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
	social enterprise Continuing to support the council's corporate aim to help people develop the skills to get and keep work through our commercial activities, e.g. the further development of Wolverhampton Works <ul style="list-style-type: none"> • Specific CRS projects 	18	continuation of existing social enterprise activities and / or the establishment of new activities will be made during 2017/18. Through Black Country Partnership we will be targeting employment, education and training. Our aim is 80 engagements per quarter with 58% of these entering a customised support package and 30% into positive outcome. LEAP will continue to target tenants of 30+ and our overall target is 10 into work per quarter.	Herrmann	
Tenancy sustainment combating impact of welfare reform	Local Housing Allowance for 2019: all new customers informed of the changes, however with the expansion of LHA to UC	2017/18	Benefit Cap: implemented winter 2016/17. Initiatives via Money Smart to support customers to adapt to the changes, will continue into 2017/18. Working with CWCs	Anne Herrmann	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
	<p>claimants from 2019, new messages are being rolled out. As yet the scope is unavailable, and as the regulations are released, more specific work will be designed, through the ~"Preparing for changes in social housing" group.</p>		<p>Benefit Cap Group, to support customers via various means including accessing Welfare Rights benefit cap worker, information sharing.</p> <p>Universal Credit: continue to support new, working age claimants who make claims to UC. Review and aim to renew contract for 2017/18 with CWC.</p> <p>Prepare for the expansion of UC in Wolverhampton to new couples and families claims, in December 2017, Links to Digital First initiative, in that expansion will require claims to be made and managed on line. WH will continue to prepare customers and staff for the change.</p>		
Accommodation	<p>Market Street lease ends in July 2017/18. WH have to decide the future of Market Street</p>	<p>July 2017</p>	<p>The target is to ensure a lease renewal / smooth transition by the renewal date. Any reconfiguring to allow for changes on</p>	<p>Darren Baggs</p>	

Action	Detail	By When	Quarterly Targets	Responsible Officer	Progress Update
	taking into account any accommodation needs from reconfiguring services.		retained housing services across all the one stop shops will need to be done in line with the timetable for transition should this go ahead.		
Ongoing priorities continuing from 2016/17					
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.		Through use of the Supporting People in Need database we have already contacted over 1,000 potentially vulnerable tenants. In 2017/18 we will be contacting more tenants and taking action on the findings from the first 1,000 contacts in terms of providing appropriate support.	Darren Baggs	
1.4 Befriending service	The befriending service provide regular telephone calls on a weekly basis to tenants who have limited social interaction.	2017/18	80 users registered currently. 20 further disable / housebound tenants have expressed an interest planned to become service users. Potentially we will expand by an additional 10 users to the end of March 2018.	Ruth Fletcher	

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Performance targets for 2017-18

Code	Performance Indicator	Performance 2016-17 Quarter 3	Target 2016-17	Likely to meet end of year target	Target 2017-18	Good Performance
Anti-Social Behavior						
AB1	% satisfied with the way their anti-social behaviour complaint was dealt with	98.19	97	On Target	97	↑
AB2	% satisfied with the outcome of their anti-social behaviour complaint	97.42	96	On Target	96	↑
Business Planning						
BP1	Average number of working days lost through sickness	6.42	6.5	On Target	6.5 days	↓
Digital First						
DF4	% of transactions by Internet and automated phone call	51	50	On Target	55%	↑
DF6	The number of repairs reported via self-service as a percentage of all reported repairs.	10.05	35	Off Target	35%	↑
DF7	% availability of self-service systems	94	98	Off Target	95%	↑
Customer Care						
CC1a	Homes Direct - Average call answer wait time (in seconds)	167	120	Off Target	120	↓
CC1b	Homes Direct - % of calls abandoned	18.5	20	On Target	20	↓
CC12	% of complaints resolved at Stage 1	91.07	90	On Target	90%	↑

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Code	Performance Indicator	Performance 2016-17 Quarter 3	Target 2016-17	Likely to meet end of year target	Target 2017-18	Good Performance
Engagement						
EN4	Number of tenants who are actively involved at TE activities such as Get Togethers, training or local TE projects	72	80	On Target	80	↑
Home Ownership						
HO3a	% of Service Charges inc Ground Rent collected from Leaseholders	96	97	On Target	97	↑
Leap						
LP1	Number of people supported into work	46	45	On Target	TBC	↑
Rents Management						
RM1a	% of rent collected	97.67	97.5	On Target	97.5	↑
RM3	% of tenants evicted as a result of rent arrears (WH only)	0.36	0.48	On Target	0.48	↓

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Code	Performance Indicator	Performance 2016-17 Quarter 3	Target 2016-17	Likely to meet end of year target	Target 2017-18	Good Performance
RM6	% of tenants paying by Direct Debit	24.15	25.5	Off Target	26	↑
RM10a	% of monies charged this financial year to active rechargeable repairs accounts that have been recovered	9.21	10	Off Target	9.5	↑
Repairs						
RP1	% or responsive repairs during period for which as appointment was made/kept	95.9	95	On Target	95%	↑
RP12	% total response repairs completed within target	97.47	99	On Target	98%	↑
Star	Satisfaction with response repairs	88.21	86	On Target	90%	↑
Voids & Allocations						
VA1a	Average time to relet standard voids	19	30	On Target	21	↓
VA3	% rent lost through empty property	0.81	0.94	On Target	0.9	↓
Health & Safety						
HS17	% of valid Landlord Gas Safety Records for tenanted properties	99.98	99.60	On Target	99.80	↑