



Cabinet Meeting

11 March 2015

Report title	Wolverhampton Homes Annual Delivery Plan 2015-16	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Nick Edwards, City Assets	
Originating service	Housing Services	
Accountable employee(s)	Kenny Aitchison	Service Manager Housing Strategy and Development
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Report to be/has been considered by	Full Council	1 April 2015

Recommendation(s) for action or decision:

The Cabinet is recommended to:

Accept the Wolverhampton Homes Annual Delivery Plan 2015-16 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 2015-16 and to recommend adoption 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 the Annual Delivery Plan sets out:

- How Wolverhampton Homes will manage and maintain council owned properties for the financial year 2015-16
- The revenue, capital and staffing resources available to deliver the above services
- Wolverhampton Homes' contribution to meeting the wider strategic objectives of the Council and the Local Strategic Partnership.

- 2.2 The management agreement also requires that the final version of the Annual Delivery Plan is considered and endorsed by the Delivery Plan Monitoring Group. This group is chaired by the Cabinet Member for Economic Regeneration and Prosperity and its membership drawn from senior officers and Board members of Wolverhampton Homes and the Council, together with representatives of the Wolverhampton Federation of Tenants Associations.

- 2.3 The Delivery Plan Monitoring Group receives quarterly reports from Wolverhampton Homes on the progress against the Annual Delivery Plan, enabling the group to monitor the outcomes against the activities detailed in the Action Plan (Appendix 2 of Delivery Plan) and the Key Performance Targets detailed (Appendix 3 of the Delivery Plan).

- 2.4 Wolverhampton Homes progress towards achieving performance indicator targets (Appendix 3 of the Delivery Plan) are also monitored monthly or quarterly, as appropriate, at joint performance monitoring meetings between Council employees and officers from Wolverhampton Homes.

3.0 Annual Delivery Plan 2015-16

- 3.1 The contents of the Annual Delivery Plan 2015-16 have been negotiated between Wolverhampton Homes and Council employees over the past three months. The Council's input was led by the Housing Strategy and Development Team and Finance.
- 3.2 At the meeting of the Delivery Plan Monitoring Group on 12 February 2015 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 2015 to allow implementation on 1 April 2015.
- 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 2015-16 in Appendix 3.
- 3.7 The ongoing development of the City housing offer, which is subject to a separate report on this agenda, 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 12 to 15 of the plan. The Annual Delivery Plan is consistent with the approved Housing Revenue Account (HRA) Business Plan.
[CF/20022015/K]

5.0 Legal implications

- 5.1 The Annual Delivery Plan forms part of the contractual management agreement between Wolverhampton City Council and Wolverhampton Homes.
[RB/02032015/A]

6.0 Equalities implications

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

7.0 Environmental implications

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

8.0 Human resources implications

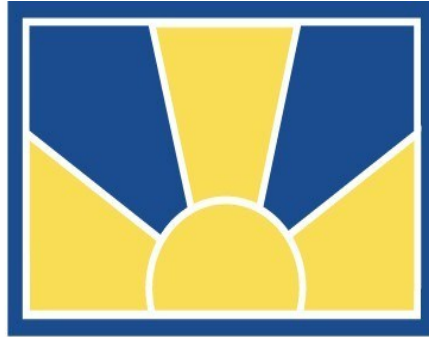
- 8.1 There are no direct human resources implications emanating from the Annual Delivery Plan for the Council. The monitoring of the plan will be carried out by Housing Services within current staffing resources. Section 4 of the annual Delivery Plan sets out in detail the human resources implications 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 2015 -16
- Appendix 1 Wolverhampton Homes Annual Delivery Plan 2015 -16– Performance Review Arrangements
 - Appendix 2 Wolverhampton Homes Annual Delivery Plan 2015 -16– Priorities Action Plan
 - Appendix 3 Wolverhampton Homes Annual Delivery Plan 2015 -16– Targets



Wolverhampton Homes

Delivery Plan

2015 - 16

INTRODUCTION

Welcome to the Wolverhampton Homes 2015-16 Delivery Plan; this has been developed to show how the key priorities of the Business Plan 2013-18 will be realised and agreed with tenant representatives and Wolverhampton City Council (the Council).

This plan demonstrates how Wolverhampton Homes will support the Council's priorities in relation to the Wolverhampton City Strategy 2011-26, the Wolverhampton Housing Strategy 2013-18 and the Local Investment Plan 2015-18.

The completion of Decent Homes provides an opportunity for Wolverhampton Homes to place greater focus within the Delivery Plan on issues such as supporting very vulnerable people and developing a more proactive approach to repairs. At the same time we need to support the Asset Management Plan to complete the remaining properties not benefiting from decent homes work on a rolling programme.

Wolverhampton Homes seeks to provide, and continually improve, excellent housing services and although there is no longer a prescribed inspection regime, will be subject to any external peer review that seems appropriate to maintain these high standards. In addition to this, requirements for co-regulation will be met with an independently appointed Review Panel of tenants.

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

Wolverhampton Homes is trying to minimise the impact on staff of the freeze in the management fee through value for money reviews of non-staffing costs, however, some reductions in staff are likely if the freeze is prolonged.

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 to 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.

Sue Roberts MBE (Chair)
Wolverhampton Homes

Cllr. Peter Bilson
(Cabinet Member)
Wolverhampton City
Council

1 Wolverhampton Homes' management responsibilities and performance framework

1.1 *Stock managed*

The table below shows the number and location of the rental and leasehold housing managed by Wolverhampton Homes. It also shows the number of properties managed by Wolverhampton's four Tenant Management Organisations (TMO's). Wolverhampton Homes will continue to play a major role in delivering the Asset Management Plan (AMP) capital works programme to all Council owned homes, including those managed by the TMO's.

Number of properties managed (as at 31 December 2014)

TOTAL PROPERTIES	31 Dec 14
Bilston	5911
Merry Hill	6221
Wednesfield inc Heath Town/Low Hill	8609
Sub total	20741
Private sector leasing	52
Leasehold Properties	2067
Wolverhampton Homes Total	22860
Properties Managed by TMO's	
Bushbury Hill EMB	842
Dovecotes TMO	829
New Park Village TMC	299
Springfield Horseshoe HMC	274
Total Managed by TMO's	2244

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

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

1.2.3 The importance of involving tenants and leaseholders in influencing decisions about service planning and delivery is reflected in Wolverhampton Homes' governance and operational arrangements. In addition to representation at Board level, a comprehensive range of formal and informal involvement mechanisms has evolved which aim to promote projects to develop pride, capacity and community spirit. These include:

- Review Panel carrying out tenant led scrutiny of our services

- Wolverhampton Federation of Tenants Associations
- Fourteen 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
- Tenants and Residents Associations representing tenants at estate level
- Working with tenants in priority estates to build capacity and develop either informal or formal tenant groups
- All Cultures One Voice
- Consultation register of tenants and leaseholders who may be involved in opinion surveys, focus groups and short-term informal involvement initiatives
- Mystery shopping
- Tenant led audits and inspections
- Focus groups and satisfaction surveys
- One off projects that address specific community needs

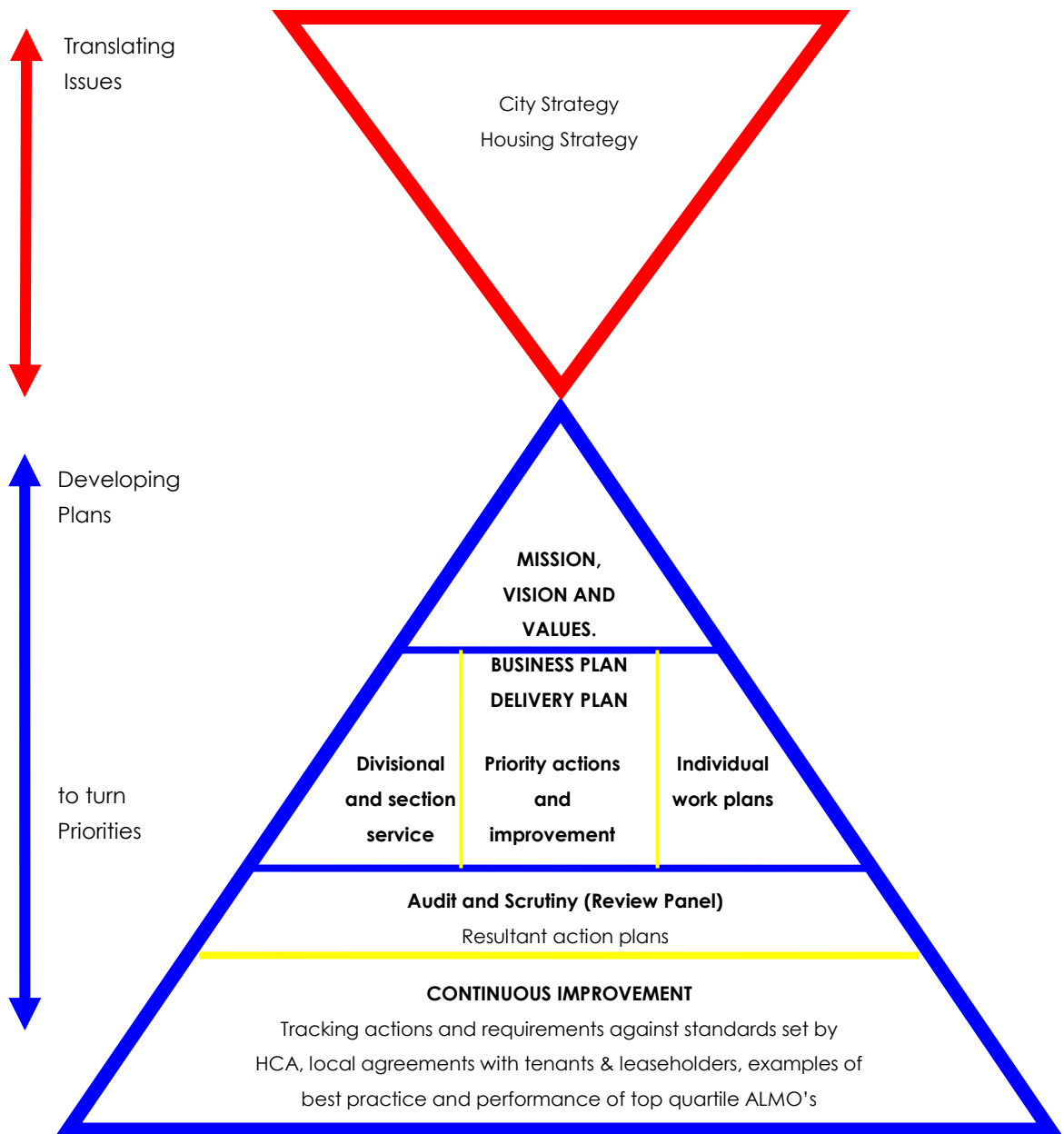
1.2.4 The operational areas and coverage of the three housing management areas are shown in the following map.

1.3 ***Performance framework***

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

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

PERFORMANCE MANAGEMENT & PLANNING DIAGRAM



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

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

2 Supporting local priorities and priority actions for 2015-16

2.1 Business Plan 2013-18

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

2.1.2 The key priorities for the medium term are:

- Supporting the Council's City and Housing Strategies
- Undertaking a role in supporting the Council's aspirations for new build
- Managing the freeze in management fee with on-going changes
- Do it online customer services
- Managing transition from Decent Homes into mainstream capital programme
- Social enterprise/commercial business – start-ups, improving the profitability of private sector leasing (PSL)
- Consolidation of repairs on demand service
- Responding to Welfare Reform and introduction of Universal Credit
- Implement outcome of the anti-social behaviour (ASB) review
- Implement outcome of value for money (VFM) reviews
- Implement outcome of review of the review panel
- Continued focus on Learning Employment and Achievement Programme (LEAP)
- Continued focus on leaseholders
- Continue to identify and tackle housing fraud

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 2015-16

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

2.2.2 Appendix 2 shows how Wolverhampton Homes will take forward the key priorities from the business plan during 2015-16.

2.3 Performance indicators and targets for 2015-16

2.3.1 Appendix 3 sets out the key performance indicators and targets relevant to the Delivery Plan 2015-16. These are not the entire suite of performance indicators used by Wolverhampton Homes as the basis for monitoring and improving services but those that are most relevant to the priorities set out above and in the action plan at Appendix 2.

3 FINANCIAL PLAN FOR 2015-16

- 3.1 The financial environment for local authority social housing has been changed significantly by the implementation of the self-financing housing revenue account (HRA) business plan. This has meant that the Council has been able to produce a 30 year business plan for the HRA to cover both revenue and capital expenditure. The new self-financing model provides the Council with greater flexibility within the HRA.
- 3.1.1 At the end of 2013 the Council revised the HRA business plan, this resulted in a reduction in forecast Wolverhampton Homes management fees over the next five years. The assumption moved to an indicative on-going cash freeze for five years starting in 2014/15.
- 3.1.2 Wolverhampton Homes has had to start making savings or drawing on reserves to meet the impact of inflation in 2014/15 and beyond. Against the original assumptions of inflation indexed increases to the management fee Wolverhampton Homes is managing the impact of an overall reduction in total fees payable of £11.8million for the period to March 2019 in real terms.
- 3.1.3 Wolverhampton Homes built its 2014/15 budget around the assumption of a cash freeze and currently anticipates and plans on a similar position for 2015/16. Overall, since the management fee freeze was announced at the end of 2013 Wolverhampton Homes has already made budget savings of £600,000. It is anticipated that the full year impact of these savings will enable the base budget for 2015/16 to be reduced by a further £160,000 making savings in total of £760,000. This has been made up of the deletion of 15 posts saving £520,000 per year and non-pay savings of £240,000.
- 3.1.4 Looking ahead to 2015/16, Wolverhampton Homes plan on making further reductions to pay costs, with an indicative saving of £150,000 per year, however, costs associated with deleting these posts will be incurred.
- 3.1.5 Further non-pay savings are also planned from April 2015. These are targeted to be £300,000. If this amount of savings can be achieved it will be possible to avoid drawing down on reserves to balance the budget for 2015/16. A pay settlement of 2.2% for two years, to March 2017, was recently agreed, resulting in a known increase in pay costs limited to 1% for 2015/16.
- 3.1.6 Based on the level of inflation currently being experienced and forecasts for relatively stagnant economic growth a significant increase in non-pay or pay inflation costs is not expected over the next two or three years. This is fortunate in that it mitigates the impact of the proposed management fee freeze. The original modelling for the impact of the management fee freeze was based on 2% pay and non-pay inflation, however based on forecasts from the Government's Office for Budget Responsibility, the Treasury and the Bank of England this is likely to be under-hit for at least the next two years.
- 3.1.7 Looking further ahead different scenarios are also being assessed, e.g. some limited allowance for inflation costs within the management fee in the longer-term if economic circumstances improve or other aspects of the HRA forecast prove over-pessimistic. Wolverhampton Homes' approach to medium term financial planning is not to carry out over-dramatic cuts to services now, on the basis of a long-term position from say, 2017/18 that may change. The position will be reassessed in autumn 2015.

3.2 **Addressing potential future revenue funding challenges**

- 3.2.1 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 from 2015, and will almost certainly have gone up by the time the next valuation is carried out in 2017. Increases in return 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.
- 3.2.2 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.
- 3.2.3 The HRA is funded through rents and service charges collected by Wolverhampton Homes on behalf of the Council. Welfare Benefit reform creates a challenge both in terms of demands on the service provided and to the main income stream, as income collection may become increasingly difficult.
- 3.2.4 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 managed as part of rent collection 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 rent collection.
- 3.2.5 It is too early to say how many tenants will move over to Universal Credit and how soon, or the impact this will have on collection rates. This is an area that will be monitored closely by Wolverhampton Homes and the Council.

3.3 **Value for Money issues**

- 3.3.1 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. Staffing levels have since been consolidated in line with the HR plan. This addresses the current budget issues. There is, however, an indicative position that the management fee will be frozen for a further three years after 2015/16. If the management fee freeze were to continue beyond 2015/16 Wolverhampton Homes, will need to make efficiency savings and improvements in order to continue to provide services at current levels.
- 3.3.2 The implementation of the Agresso system by the Council will potentially improve the efficiency with which some processes are managed. Once the system is fully bedded

in this should lead to more effective use of resources in providing administrative support. Thus enabling resources to be switched to the front line.

3.3.3 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:

- Improvements in back office VFM was a key part of Wolverhampton Homes achieving a three star Audit Commission rating. The implementation of new IT systems by the Council, on behalf of Wolverhampton Homes, should provide opportunities going forward for further efficiencies thus allowing resources to be moved to front line services, as it is anticipated that processes such as bill payments and the processing of internal forms will be streamlined and speeded up.
- Plans to implement self-service options for tenants (e.g. cash payment machines, ordering repairs on line, etc.) will also reduce transactions costs.
- In addition to the above, since the last Business Plan; a Procurement Team has been established, focussed on reviewing all major contracts when they come up for tender with a view to reducing supply costs.

3.4 **Capital Expenditure**

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

3.4.2 A notable issue in terms of managing over the next 5 years is managing the effects of the end of Decent Homes funding coming to an end as at 31 March 2015.

3.5 HRA Capital expenditure overall in 2015/16 is forecast to be £62.5 million. This reduces to £29.1 million for 2016/17 and £30.3 million for 2017/18. Although this will be a smaller Capital Programme, it does reflect the fact that vast majority of properties will have had decency work carried out by the end of 2014/15. Planned expenditure within the HRA Business Plan after 2014/15 has been assessed by the Council and Wolverhampton Homes as sufficient to maintain the housing stock at the Decent Homes standard.

4 **HUMAN RESOURCES PLAN FOR 2015/16**

4.1 **Context**

With the completion of the Decent Homes funded programme the Human Resources (HR) focus becomes one of supporting redefining excellence, supporting very vulnerable people and a proactive approach to repairs whilst supporting the Asset Management Plan to complete the remaining properties not benefiting from decent homes work on a rolling programme.

The year ahead will be a busy one and the Council and Wolverhampton Homes face 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 last for up to a further four years. This latest freeze started in 2014/15 and therefore could potentially run until 2018/19. (The management fee has actually been frozen since 2011/12)

There will be a shortfall of £8.6 million over four years when comparing expenditure by WH at current levels with the forecast management fee for the same period. This is because WH is not anticipating inflation indexed increase to the management fee, but is expecting inflation increases to pay and non-pay costs.

WH aims to retain as many jobs as possible in the medium term, and also wishes to continue with the LEAP training and employment programme. Therefore, considerable emphasis has been placed on non-staffing savings; to date £251,000 has been saved. The medium term financial plan is based on a further target of £1 million per year coming out of the non-base pay budget. There is similarly a targeted budgeted reduction of £1 million per year overall in the pay budget.

In the meantime, WH faces unprecedented challenges from major national 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).

It is necessary, therefore, both to reduce the cost of staff and to redeploy staff to mitigate the effects of Welfare Reform.

It is also appropriate to consider the business case for realigning and changing some services to better meet the challenging economic circumstances with better ways of working.

4.2 Organisational Change and Efficiency

Wolverhampton Homes has a history of achieving significant efficiency savings with a reduction of over 50 posts in the period 2009/10 to 2011/12. This and the value for money strategy 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 where employment prospects for tenants have been enhanced and this will continue and expand throughout 2015/16.

Further value for money service reviews may yield more efficiency; however, there will be a need for a further reduction of staffing levels in 2015/16.

Continued organisational change will be necessary in 2015/16 in order 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 and Channel shift.

4.3 Organisational Structure and Proposed Changes

There is clearly an element of unpredictability about the future but it is expected that for 2015/2016 overall staffing levels will need to reduce and, where necessary, continued re alignment will occur to support the expected challenges that Welfare Reform continues to bring. Where possible WH will use the opportunities derived from natural wastage to put additional staffing resources on income recovery.

It is appropriate to consider the business case for realigning and changing some services to better meet the challenging economic circumstances that impact on tenants requirements.

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

- Completing delivery of decent homes and then maintaining the housing stock at a decent level moving forward.
- Support for customers during welfare benefit changes.
- Increased focus on income recovery.
- Finalising the review of the ASB function following the successful realignment which implemented a single ASB faculty operating across the City irrespective of housing tenure.
- Maintaining excellent services.
- Further improvements to customer service, particularly embedding the repairs vision of Repairs On Demand.
- Implementation of next stages of customer services strategy, particularly with self-service and further channel shift with “Do It Online”.
- Development and then delivery of new commercial services particularly for stakeholders in our communities through development of WH Social Enterprise- “Wolverhampton Works”
- Implementation of new housing legislation.
- Further implementation and expansion of LEAP as a pathway to help tenants, leaseholders and their immediate families secure work related skills, training and employment
- Continued customer involvement including local offers (service standards)
- Staff engagement within the context of delivering flexible customer services.
- In partnership with the Council, to consider the future role and functions of WH
- To provide support towards the City’s strategic objectives
- To support further organisational change.

4.4 Service and workforce planning

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

The workforce is built around customer 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.

4.5 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.

4.6 Workforce Profile

The tables below include temporary and apprentice posts.

Tables 1 (a) & (b) show Wolverhampton Homes' workforce numbers and profile at December 2014.

Table 2 shows length of service of staff that left Wolverhampton Homes' employment during 2014/15 to 31st December 2014.

Table 3 shows staffing turnover rates for 2010/11, 2011/12, 2012/13, 2013/14 and 2014/15 to 31st December 2014.

Table 4 shows the number of new staff who joined Wolverhampton Homes during 2014/15 to 31st December 2014.

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

Table 1 (a): Workforce numbers and profile at 31 December 2014

Grade (or equivalent)	Men		Women		Total		Perm/Temp		Disabled		Black/Ethnic Minority	
	No	%	No	%	No	%	P	T	No	%	No	%
Craft	233	47.75	3	1.19	236	31.89	220	16	15	21.43	21	13.46
Scale 1-4	58	11.89	83	32.94	141	19.05	111	30	18	25.71	52	33.33
Scale 5 – SO2	132	27.05	126	50	258	34.86	250	8	25	35.71	78	50
POa – d	47	9.63	32	12.7	79	10.68	78	1	8	11.43	4	2.56
Poe – j	15	3.07	6	2.38	21	2.84	21	0	3	4.29	1	.64
CO	3	0.61	2	0.79	5	0.68	5	0	1	1.43	0	0
Total	488		252		740		685	55	70		156	

Table 1 (b): Workforce age at 31 December 2014

	Under 25	25 - 34	35 - 44	45 - 54	55 - 64	65+	Total
Number	41	113	158	280	143	5	740
Percentage Total	5.54	15.27	21.35	37.84	19.32	0.68	100

Table 2: Leavers during 2014/15 (to 31 December 2014)

Length of Service			
Less than 1 Year	1 - 5 years' service	5 years + service	Total
19	6	12	37

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

Turnover Rate	2010/11	2011/12	2012/13	2013/14	2014/15 @ 31.12.14
	13.00%	7.60%	6.30%	6.70%	5.00%

Table 4: New Starters during 2014/15 (to 31 December 2014)

	Men	Women	Disabled	BME	Total
Number	13	8	0	8	21
Percentage of Total	62	38	0	38	

Table 5: Equality and Diversity Targets and Performance

Reference	Indicator	12/13 Performance	13/14 Performance	14/15 Target	Performance @ 31.12.14
BVPI 11a	% of the top 5% of earners who are female	32.26%	31.25%	45.00%	30.30%
BVPI 11b	% of the top 5% earners who are from black minority ethnic group	3.00%	3.00%	14.00%	3.00%
BVPI 16	% of the organisations workforce who are disabled (meet the DDA definition of Disability)	9.00%	9.50%	5.00%	9.50%
BVPI 17	% of the organisations workforce who are from black ethnic minority group.	19.50%	21.00%	26.00% (amended Q2)	21.00%
LPI	% of the workforce who are male / female	M 67.00% F 33.00%	M 66.00% F 34.00%	Overall target M 65.00% F 35.00%	M 66.00% F 34.00%
LPI	% of the workforce by age distribution	Under 25's 5.80%	Under 25's 6.75%	Under 25's 8.00%	Under 25's 5.50%

Key

Red – target missed

Orange – target missed but within accepted tolerance

Green – target achieved

Performance Review Arrangements between Wolverhampton City Council and Wolverhampton Homes

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Performance Review Arrangements between Wolverhampton City Council and Wolverhampton Homes

1.0 Introduction

- 1.1 Wolverhampton City Council has delegated to Wolverhampton Homes housing management services under the terms of the Management Agreement. A new fifteen year Management Agreement was entered into in 09 July 2013.
- 1.2 This document summarises the performance review arrangements between Wolverhampton City 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 Head of Policy and Performance, reporting to the Director of Resources.
- 3.2 The Service Manager Housing Strategy and Development leads for the Council in matters relating to these performance review arrangements.
- 3.3 Representing the two organisations each of the leading post holders described above will report through the normal arrangements to senior officers and Wolverhampton Homes Board or Wolverhampton City Council Cabinet, respectively.
- 3.4 The performance review arrangements include:
 - 3.4.1 jointly determining the standards required for the performance of the services within the Management Agreement
 - 3.4.2 jointly determining any added value outcomes (relevant to the strategic objectives of the Council and the community which it serves) to be achieved as a result of delivering the services within the Management Agreement

- 3.4.3 the review processes for the key exchanges between Wolverhampton City Council and Wolverhampton Homes, namely:
 - 3.4.4 monitoring of Wolverhampton Homes performance
 - 3.4.5 monitoring and review of service level agreements between Wolverhampton City 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 Wolverhampton City Council and where appropriate, Wolverhampton City 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 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 Wolverhampton City 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 Wolverhampton City 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 Wolverhampton City Council employees/councillors at the Board meetings of Wolverhampton Homes

6.0 Delivery Plan Meetings

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

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

6.2 The Outline Calendar:

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

6.3 Delivery Plan Monitoring Group Meetings:

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

6.4 Delivery Plan Technical Meetings

Wolverhampton City Council	Service Manager Housing Strategy and Development Housing Strategy & Development Support Officer
Wolverhampton Homes	Head of Policy and Performance Appropriate officers

- 6.4.1 These meetings will be held as necessary after the first Draft has been distributed until the final adoption of the Delivery Plan by Wolverhampton Homes Board and the Council's Cabinet
- 6.4.2 These meetings at officer level are integral to the development of the annual sections of the Delivery Plan, and to the wider performance review process throughout out the year.
- 6.4.3 Responsibility for the development and production of the Annual Delivery Plan rests with Wolverhampton Homes. The process of Delivery Plan Technical Meetings will facilitate full and proper participation with appropriate representatives of Wolverhampton City Council and opportunities for timely consultation with the Tenant Representative Body and other key stakeholders.
- 6.4.4 Wolverhampton Homes' Director of Resources will be responsible for making available, at the appropriate times, the initial draft of the Annual Delivery Plan setting out the proposed performance indicator targets and the annual sections. The final draft of the Annual Delivery Plan will be forwarded to the Council's Service Manager Housing Strategy and Development in a timely manner for presentation to the Group.
- 6.4.5 Wolverhampton City 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 Team for Wolverhampton City Council and the Policy and Performance Team for Wolverhampton Homes.

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

7.0 The Annual Meeting

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

7.2 Such stakeholders will include, but not exclusively:

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

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

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

9.0 Performance and Operations Group (POG) Meetings

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

9.2 The Council's Housing Strategy and Development Team will undertake the servicing of the Performance and Operational Group (POG) meetings.

9.3 Information to be exchanged outside the meetings will normally be managed by the Housing Strategy and Development Team for Wolverhampton City Council and the Policy and Performance Team for Wolverhampton Homes. Meetings will be held, as a minimum, on a monthly basis between Wolverhampton City Council's and Wolverhampton Homes' nominated representatives.

9.3.1 In addition one meeting each quarter will take the form of Wolverhampton City Council's representative attending Wolverhampton Homes' Management Team to take part in the section of that meeting that deals with the detail of performance reporting for the quarter.

9.4 Meetings will consider:

9.4.1 operational issues

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

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

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

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

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

Wolverhampton City Council	Housing Strategy and Development Support Officer
Wolverhampton Homes	Head of Policy and Performance Performance Monitoring Manager

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 Wolverhampton City 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.

Wolverhampton City Council	Finance Manager (Housing)
Wolverhampton Homes	Director of Resources Head of Financial Management

11.0 Asset Management Group (AMG)

11.1 The AMG will be serviced by Wolverhampton Homes and supported by Wolverhampton City 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.

Wolverhampton City Council	Assistant Director – City Assets (Chair) Head of Housing Service Manager Housing Strategy and Development Finance Manager (or representative)
Wolverhampton Homes	Chief Executive Director of Property Services Head of Asset Management

12.0 Management Agreement Meetings

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

13.0 Wolverhampton City Council Boards/Panels

- 13.1 The Scrutiny Board of Wolverhampton City 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 Wolverhampton City 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 Wolverhampton City Council Boards/Panels on the performance of Wolverhampton Homes.

14.0 Wolverhampton Homes' Board

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

APPENDIX 2 TO 2015-16 DELIVERY PLAN ACTION PLAN TO DELIVER 2015-16 PRIORITIES

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
1. Property Services					
1.1. Delivery of the Housing Capital Asset Management Plan	<ul style="list-style-type: none"> • Project Overview • Progress on AMP • Meeting priorities of WCC 		Q1: Progress (programme delivery & budget)	Simon Kevin and	•
			Q2: Progress (programme delivery & budget)		
			Q3: <ul style="list-style-type: none"> • Progress (programme delivery & budget) • Development of 16-17 with WCC 		
			Q4: <ul style="list-style-type: none"> • Progress (programme delivery & budget) • Development of 16-17 with WCC 		
1.2 Implement new version of asset	<ul style="list-style-type: none"> • Data validation and migration 		Q1: Complete testing	Simon Bamfield	<ul style="list-style-type: none"> • Draft training plan has been provided to L&D

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
management software (Promaster 4)	<ul style="list-style-type: none"> Phased roll-out and training across Property Services Implement mobile working for stock condition surveyors Introduce options appraisal capability 		Q2: Implement for core users Q3: Implement mobile working Q4 :Implement plant asset and options appraisal modules		<ul style="list-style-type: none"> One-off costs of approx. £25k (in addition to the recurring costs of annual licenses & support of approx. £10k)
1.3 Implementation of current VFM reviews	<ul style="list-style-type: none"> Waste management Staff accommodation Contract Support Review sub-contractor usage 		Q1: Q2: Q3: Q4:		<ul style="list-style-type: none">
1.4 Award, mobilisation and operational management of new stores contract	<ul style="list-style-type: none"> Contract development Pre-tender work Letting and mobilisation Delivery and new materials management solution 		Q1: contract development Q2: award contract Q3: mobilisation and delivery Q4: delivery of new solution	Kevin and Ian	
1.5 CSR delivery	<ul style="list-style-type: none"> Management of social enterprise Specific CRS projects 	<ul style="list-style-type: none"> 	Q1: <ul style="list-style-type: none"> Strengthen the structure at WW Identify business opportunities supported by business plan Q2:	Shaun and Sue	

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
			<ul style="list-style-type: none"> • Programme progress against spend • Identify CSR volunteer projects 		
			Q3: <ul style="list-style-type: none"> • Programme progress against spend • Deliver CSR projects 		
			Q4: <ul style="list-style-type: none"> • Programme progress against spend • Deliver CSR projects 		
2. Housing Operations					
2.1 Tenancy sustainment combating impact of welfare reform	<ul style="list-style-type: none"> • Pre tenancy support • Impact of universal credit 		Q1: Strategy agreed	M Henderson	<ul style="list-style-type: none"> • Will require a flexible approach and relocation of existing resources
			Q2:		
			Q3:		
			Q4:		
2.2 Supporting vulnerable tenants	<ul style="list-style-type: none"> • Looked after children 		Q1: Assess outcome of pilot	A Barnes	<ul style="list-style-type: none"> • Existing and future resource will need to be assessed as part of pilot
			Q2: Increase numbers of referrals		

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
			Q3: Q4:		<ul style="list-style-type: none"> Self-financing income stream
2.3 ASB review	<ul style="list-style-type: none"> Implementing the new ASB structure 		Q1: Consultation completed Q2: Q3: Q4: Implemented	N Homer / J Mason	<ul style="list-style-type: none"> Agreed by Board in September 2014
2.4 Voids review	<ul style="list-style-type: none"> Complete companywide review of void process Implement recommendations 		Q1: Review completed Q2: Q3: Recommendations implemented Q4: Savings realised	Dawn Aston-Adams	<ul style="list-style-type: none"> Will reduce overall expenditure on voids budget by £500k on 2013/14 outturn.
2.5 Sustaining Heath Town	<ul style="list-style-type: none"> Reducing number of void properties Increasing tenancy sustainment and fewer voids arising 		Q1: Q2: reduction of 20 void properties Q3: Q4: reduction of 50 void properties	M Henderson	
2.6 Channel shift	<ul style="list-style-type: none"> Cashierless offices – introduction of payment machines in one stop shops 		Q1: Strategy agreed Q2: Kiosks fully operational Q3: Q4:	Sophie Munn	<ul style="list-style-type: none"> The purchase of the machines will take place in 2014/15. The building works to accommodate them will also take place in

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
			<ul style="list-style-type: none"> Resources deployed. 29% of transactions via payment machines 		2014/15. <ul style="list-style-type: none"> On-going support costs will be far less than the staff savings resulting from payment machine implementation. Will release officers for supporting Universal Credit see 2.1
3. Corporate Services					
3.1 Employee engagement	<ul style="list-style-type: none"> Managing the impact of service changes 		Q1: Talk Times completed & message managed. Consultation meetings with affected staff; Q/A's to support org change; OH support where required. Q2: Consultation meetings with affected staff; Q/A's to support org change;	Jamie Angus/Tina Wood	<ul style="list-style-type: none"> HR Team

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
			Q3: Talk Times, Sports day, Bright Sparks event, T100 or similar		
			Q4: T100 or similar outcome		
3.2 Flexible work-force	<ul style="list-style-type: none"> Implementing changes to meet changing priorities 		Q1: Q1 Implementation of organisational change – ASB Team;	Tina Wood	<ul style="list-style-type: none"> HR Team
			Q2: Completion of other Organisational change priorities; Support Managers in the changes to services, revising terms and conditions of employment where required.		
			Q3: as Q2		
			Q4: Review		
3.3a LEAP	<ul style="list-style-type: none"> Re-focus around developing and placing more emphasis on pre-employment programme. 		Q1: 25	Tina Wood/Oliver Herrmann	<ul style="list-style-type: none"> Majority of pre-employment is at no cost and there is still large demand. Might
			Q2: 25		
			Q3: 25		
			Q4: 25		

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
	Number of people to undertake pre-employment training.				be resource implications if we look to deliver own qualifications.
3.3b LEAP	<ul style="list-style-type: none"> Provide work placement opportunities for tenants to gain experience 		Q1 : 10	Tina Wood/Oliver Herrmann	<ul style="list-style-type: none"> Ensure funding is available to resource any travel, uniform and associated costs.
			Q2 : 10		
			Q3 : 10		
			Q4 : 10		
3.3c LEAP	<ul style="list-style-type: none"> Provide Job Opportunities for through WH, SCP and supply chains 		Q1 : 5	Tina Wood/Oliver Herrmann	<ul style="list-style-type: none"> If resources are in place to increase business/opportunity development targets could be stretched.
			Q2 : 5		
			Q3: 20		
			Q4 : 5		
3.4 Equalities & Diversity	<ul style="list-style-type: none"> Re-focus around practicalities of supporting client groups 		Q1: <ul style="list-style-type: none"> Specific projects established and in place to help / assist those 'Tenants in need of support' These to include: <ul style="list-style-type: none"> Mental Health Project Older Persons Project 	Jin Takhar	<ul style="list-style-type: none">

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
			<ul style="list-style-type: none"> • Disabled Persons Project • Clothes Bank Initiative • Schools Project Terms of reference and measurable outcomes in place. Q2: <ul style="list-style-type: none"> • Effective implementation of all projects – as identified above. • Targets being achieved. Q3: <ul style="list-style-type: none"> • Effective implementation of all projects – as identified above. • Measurable targets achieved. Q4: <ul style="list-style-type: none"> • Annual progress report on all projects delivered reported to BIC Jan 2016. 		
3.5 Training &	<ul style="list-style-type: none"> • Re-focus to meet 		Q1: Implement new	Tina Wood	<ul style="list-style-type: none"> • Skills Development

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
Development	changing priorities to support flexible workforce		structure – Skills Development team re focussing on new priorities. Q2: Learning and development courses for first 6 months actioned. (L&D Plan) Q3: Work with and support managers to identify and implement L&D courses and personal development plans. Q4: as Q3		Team <ul style="list-style-type: none"> External trainers/companies
4. Resources					
4.1 Channel shift	<ul style="list-style-type: none"> Do-it-online – this is made up of a whole series of service initiatives, e.g. 2.6 cash payment machines. These are reflected right across the plan. 		Q1: Q2: Q3: Q4: 32% of tenants signed up to self-serve	Eamonn McGirr	<ul style="list-style-type: none"> The resources for channel shift are in the base budget. Overall channel shift is designed to cost less than current service methods
4.2 Review of finance section	<ul style="list-style-type: none"> Assessing impact of Agresso system 		Q1: Report to HR Committee on	Joanna McCoy	<ul style="list-style-type: none"> This review will centre on what service

Action	Detail	By When	Quarterly targets	Responsible officer	Resource implications
	<ul style="list-style-type: none"> Incorporating the management of commercial activity within the team. 		recommendations Q2: Implement changes Q3: Q4:		efficiencies can be made following the implementation of Agresso.
4.3 Review Panel review	<ul style="list-style-type: none"> Recommend changes to how we promote the Review Panel and the review methods used by the Review Panel - This review will seek to increase the profile of the Panel and interest in the panel from tenants. It will also focus on increasing the output of reports and other activities by the panel. 		Q1: Q2: Q3: Q4: Implement recommendations from review	Steve Abrahams	<ul style="list-style-type: none"> The cost of this review will fall in 2013/14.
4.4 Implementing revised ISO 9000 standard	<ul style="list-style-type: none"> To maintain our ISO9001 accreditation it is important that we implement the revised standard. We will spend the year testing that the standard is being met. 	March 2016	Q1: Q2: Q3: Q4: External Assessment of the ISO9001 standard.	Steve Abrahams	<ul style="list-style-type: none"> This will be met from existing budgets.

Channel Shift

Customers using do it online

Code	Performance Indicator	Performance 2014-15	Target 2014-15	Target 2015-16	Good performance
CS1	% of transactions by payment type - card		14.58	18.00	↑
CS2	% of transactions by payment type - cash		66.42	47.50	↑
CS3	% of transactions by payment type - DD		19.00	20.00	↓
CS4	% of transactions by payment type - payment kiosk		0.00	14.50	↑

Transactions / reduction in phone calls

CS5	% of transactions carried out via self service		n/a	40.00	↑
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IT availability

CS6	% availability of self-serve systems		n/a	95.00	↑
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Engagement

Tenant Engagement

EN2	Number of tenants who have participated TE activities such as Get Togethers, Training or local TE projects in 15/16	86.00	260.00	260.00	↑
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Supporting vulnerable people

Tenancy sustainment

VP1	% of referred cases that have sustained the tenancy after 12 months (from date of referral)		n/a		↑
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Voids & Allocations

Average re-let time

VA1a	Average time taken to re-let local authority housing (all)	21.00	25.00	25.00	↓
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Void rent loss

VA4	% Rent lost through empty property	1.53	1.70	1.60	↓
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Income Management

Rent Collection

RM1a	% of rent collected	97.77	97.00	97.50	↑
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Leaseholder charge collection

HO3a	% of Service charges inc ground rent collected from leaseholders	72.90	97.00	97.00	↑
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Recharge repairs collection

RM10a	% of monies charged this financial year to active rechargeable repairs accounts that have been recovered	8.11	20.00	20.00	↑
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Impact of Universal Credit

VA6	% of transfers releasing under occupied properties	30.14	n/a	30.00	↑
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Business Planning

BP1	Average number of working days lost through sickness	5.45	6.50	6.50	↓
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Customer Care

CC1a	Homes Direct - Average call answer wait time	35.00	60.00	90.00	↓
CC1b	Homes Direct - % of calls abandoned	4.70	5.00	15.00	↓
CC12	% of complaints resolved at Stage 1	93.16	90.00	90.00	↑

Repairs

General

RP2	% of valid gas certificates for tenanted properties	99.99	99.60	99.60	↑
RP12	% of response repairs completed within timescales (to include fix it planned)	98.63	99.00	99.00	↑
S21	Satisfaction with response repairs service	98.51	98.00	90.00	↑

Appointments

NEW RP1	% of responsive repairs during period for which an appointment was made / kept (to include fix it today & emergency jobs completed same day)	94.26	94.00	95.00	↑
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Anti-Social Behaviour

AB1	% Satisfied with the way their anti-social behaviour complaint was dealt with	95.58	85.00	90.00	↑
AB2	% Satisfied with the outcome of their anti-social behaviour complaint	94.78	85.00	90.00	↑

LEAP

Job Creation

LP1	Number of tenants newly employed by WH or partner.	25.00	35.00	35.00	↑
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