



Wolverhampton Homes Open Board Meeting

1 March 2019

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes
Venue Board Room, Hickman Avenue, Wolverhampton, WV1 2BY

Membership

Ann Bennett
Angela Davies
Kevin Fearon
Steve Finegan
Peter Knight
Councillor Asha Mattu
Joy McLaren
Linda Middleton
Councillor Rita Potter
Councillor Zee Russell
Councillor Paul Singh
Mark Ward

Information

If you have any queries about this meeting, please contact Maya Dhanda:

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Wolverhampton WV1 2BY

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Agenda

<i>Item No.</i>	<i>Title</i>
1	Apologies
2	Declarations of interest
3	Minutes of previous meeting - 7 December 2018 (Pages 3 - 12)
4	Matters arising

FOR DECISION

5	Review of Payment Kiosk Provision at One Stop Shops - Eamonn McGirr / Sophie Munn (Pages 13 - 26)
6	Recruitment Plan - Independent Board Members - Jan Lycett (Pages 27 - 30)
7	Business Plan 2019/23 - Jan Lycett (Pages 31 - 86)
8	Revenue Budget 2019/20 - Jan Lycett (Pages 87 - 92)

M INUTES



Meeting: OPEN BOARD MEETING
Date: FRIDAY 7 DECEMBER 2018
Venue: NOVOTEL HOTEL, UNION STREET, WOLVERHAMPTON, WV1 3JN
Time: 9:30 AM

MEMBERS IN ATTENDANCE: -

Ann Bennett
Angela Davies
Steve Finegan
Kevin Fearon
Mark Ward
Peter Knight
Joy McLaren
Councillor Rita Potter
Councillor Zareena Russell

STAFF IN ATTENDANCE: -

Shaun Aldis	-	Chief Executive
Jan Lycett	-	Director of Business Support
Angela Barnes	-	Assistant Director of Housing Options
Darren Baggs	-	Assistant Director of Housing
Kevin Manning	-	Assistant Director of Property Services
Nicky Devey	-	Head of Business Services
Jessica Whitehouse	-	Business Assurance Officer
Maya Dhanda	-	Governance Officer
Andrew Finch	-	Housing Manger
Mark Darmody	-	Health and Safety Lead, CWC
Councillor (Presentation)	-	Councillor Greg Brackenridge
Tenant	-	Sandra Fern

1.0	<p>Apologies</p> <p>Apologies were received from Councillor Paul Singh and Linda Middleton.</p>	
2.0	<p>Declarations of interest</p> <p>Tenant related issues – Angela Davies, Mark Ward and Joy McLaren.</p> <p>Noted with interest, allowed to remain and join in the debate.</p>	
3.0	<p>Minutes of previous meetings – Open Board 14 September 2018 & AGM 14 September 2018 (Pages 3 – 10)</p> <p>Minutes of the Open Board 14 September 2018 & AGM 14 September 2018 were agreed as a true record.</p>	
4.0	<p>Matters Arising</p> <p>Page 4 of the minutes states that a Value for Money (VFM) report would be presented at the Board December 2018, but it is not on the agenda.</p> <p>Action: VFM strategy to be presented at the first Board meeting in 2019.</p> <p>Committee members acknowledged their appreciation to everyone who took part in the Minibus Tour, held on Thursday, 6th December 2018.</p>	<p>JL</p>
	<p>Councillor Brackenridge to give an overview of Fire Safety Scrutiny Group</p> <p>Councillor Brackenridge stated WH are doing a great job to respond to enquiries the have been raised, have taken on board the issues and taken action to rectify the areas in terms of fire safety.</p> <p>Members welcomed and thanked Councillor Brackenridge for attending the Board meeting with a strong and useful presentation.</p> <p>Action: Action points/recommendations to be provided to Jan Lycett to review and action accordingly.</p>	<p>JL/ND</p>

<p>5.0</p>	<p>Governance and Business Assurance Improvement Plan</p> <p>Jan Lycett presented this report.</p> <p>This report is based around summarising the key work & steps around Governance and Business Assurance.</p> <p>There has been a new strategy in the team, identifying the key requirements to effectively support WH in the delivery of the board and governance function.</p> <p>Currently, WH are re-focusing on skills appraisal's for Board in the new year and moving forward the rotation requirements in regard to independent members.</p> <p>Self-assessments will be undertaken via Jan Lycett and the Chair.</p> <p>Action: Refresh of the recruitment policy to be presented at the first Resources meeting of 2019.</p> <p>Presently, WH are observing the Green paper strategy to consider how we are responding to this.</p> <p>In terms of logistics, WH are improving administration and committee areas making sure topics of key points are picked up from internal audits.</p> <p>Committee members acknowledged that WH have been making improvements in support for Committee and its members. It has been positive with the following recommendations: -</p> <ol style="list-style-type: none"> 1) Mindfulness of tenants' scrutiny 2) Providing the role of the chair – requirements of being a chair & the appraisals relating to key areas for the Chair. <p>Committee members suggested that the role of the Chair can be demanding, due to the vast responsibility of the role and suggested that a financial reward could be considered.</p> <p>Committee members specified in reference to the internal audit report that discussions have been had regarding the responsibility of the management of risk. The fundamentals are being worked on with the Board to link arrangements regarding job roles, and the changing nature of ALMO and Landlord responsibilities.</p> <p>Committee members suggested that the organisation should give Board members a choice of either papers or electronic devices to read papers, as both have their advantages and disadvantages.</p>	<p>JL</p>
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	<p>Resolved: Board noted the report and agreed the improvement plan detailed in Appendix 1.</p>	
6.0	<p>Board and Committee Schedule – 2019</p> <p>Nicky Devey presented this report.</p> <p>The forward planning list of future dates for Board and Committee to be scheduled for 2019. Board were referred to page 20 for decision for today.</p> <p>To note the chair is unable to attend the Strategy Away Day date in July 2019.</p> <p>Provisional dates were agreed by Board; however, the polling date happens to fall on 2nd May 2019, therefore a change of dates is required for May.</p> <p>The signing off of final accounts will be done by June 2019.</p> <p>Resolved: Board Members agreed the scheduled dates for Board and Committees for 2019.</p> <p>Action: The two dates in May and July 2019 to be re-organised and circulated to Board.</p>	CS
7.0	<p>Business Planning – 2019 – 2024</p> <p>Jan Lycett presented this report</p> <p>The current business plan will end in March 2019.</p> <p>As agreed via CWC, more detail will be included into the new Business Plan - Action Plan.</p> <p>The internal action plan will focus on key areas; Core service areas, Welfare Reform, Universal Credit, Committees and the Green Paper.</p> <p>Brexit is not an immediate impact on WH, however impacts on contractors may occur once Brexit outcome has been announced.</p> <p>CWC are reviewing the Long-Term Housing Strategy, which will be published from the next calendar year (2019).</p> <p>The Housing Revenue Account and the 30-year investment plan; WH are currently drawing up plans in regard to housing stock.</p> <p>Discussions have been made regarding the management fee and its 12 months 'freeze'.</p>	

	<p>CWC's spending assessment is determined on the Brexit outcomes, we are therefore awaiting discussions over the next year (2019).</p> <p>The new vehicle fleet will be introduced in 2019.</p> <p>People Deal: there are no financial implications at present, updates regarding the People Deal will be raised on the final quarter of the financial year.</p> <p>The draft business plan will be available at the next Board meeting and submitted to CWC for their agreement. Finances will be finalised early next year, and this will detail financial areas.</p> <p>Board members proposed delaying the business plan and to implement an annual business plan of 12 months, as there is a lot of work within a 5-year plan to perform and re-organise, however there are pros and cons to both.</p> <p>Action: WH to discuss with CWC, the options of a 12-month / 5-year business plan and to discuss the modelling around the management fee 'freeze'.</p> <p>Board members referred to section 4.5 regarding the 'Lean Systems Thinking Review', and more detail on what this indicated.</p> <p>Board were informed that the Lean Systems Thinking Review will identify efficiencies, deliver value for money and will review all areas of WH services, driving financial cashable benefits to WH.</p> <p>Action: Provide an introduction on the Lean Systems Thinking Review. This will be brought to the next Board Strategy Away Day.</p> <p>Resolved: The Board noted the content of this report.</p>	<p>JL</p> <p>JL</p>
<p>8.0</p>	<p>Income Management Update</p> <p>Darren Baggs presented this report.</p> <p>Board were given an outline of the current position in regard to the salient points concerning all Universal Credit (UC) claimants and those moving to UC. 'Managed Migration' is set to commence in July 2019 and is currently a revised target, with the intended completion by December 2020.</p> <p>The report highlighted claimants moving on to UC was slightly ahead of previous forecasts presented to ASD in February 2017, which also at that time, put forward an arrears target of 1.9%. A subsequent report to ASD in November 2018 identified arrears performance at the end of October 2018 that were slightly over target at 2.03%</p>	

Board were referred to table 3.4 'Benefits Claims YTD', that identified the total number of either UC or Housing Benefit (HB) claimants was static, noting the total of Housing Benefits (HB) claimants declined, UC claimants increased.

Board were presented with the challenges brought about by UC, which are consistent across the sector, noting a reprofiled arrears forecast in the region of 2.5%, which in monetary terms relates to arrears in the region of £2.1m or £50,000 over target.

53 Week Rent Year

The next 53 rent week year occurs 2019/20. UC is paid in 4 weekly batches each financial year. UC claimants are going to be 1 week short, resulting in an estimated impact during this one-week period at year end of between £400,000 - £500,000.

Currently the team are striving towards the 1.9% arrears target.

Discussions regarding debt provision with CWC in the financial section have been made and it is currently in their financial planning.

Members were informed that for tenants who require support during the UC transfer, that they can contact the Money Smart Officers. WH are currently working with DWP to make people aware of advanced payments and the support available.

Committee members were informed that for those who cannot pay rent within their 52-week period this will affect WH by half a million pounds. However, to counteract this, it was suggested that people could over pay by £1 - £2 per week, as a buffer to avoid further arrears. Therefore, staff encourage people to make small payment amounts each week to cover this.

No legal action to be taken for those who are in one week's arrears.

Board were informed of the works planned within the Income Team to promote the 'Rent First' and 'Rent in Advance' campaigns and the importance upon the business to support this. Payment of rent in advance is a condition of the tenancy and if adhered to would prevent a tremendous amount of work for the Income Team and would mitigate the potential impact of the 53-rent week upon tenants and the company.

Resolved: The Board noted the content of the report.

<p>9.0</p>	<p>Health, Safety and Wellbeing Report – Six Monthly Update</p> <p>Mark Darmody presented this report.</p> <p>An update from the previous 6-months, including assurance in Health & Safety was shared with members.</p> <p>Members were referred to Appendix 1 - 'Landlord incidents', there were 31 incidents, mostly fire and some asbestos related incidents. The information provided is from the Fire Service and is accurate.</p> <p>Action: The H&S team will follow up with the Housing Management team regarding the detail of information in Appendix 1 - Landlord incidents.</p> <p>Joy McLaren requested information on distinguishing if the chimneys are coal or gas related in Appendix 1 (reference to number 6, Date: 20/02/2018).</p> <p>Action: Mark Darmody to provide information to Joy McLaren.</p> <p>Vulnerable people are priority and the team work very closely together to ensure support is provided.</p> <p><u>Accident summary - Item 3</u></p> <p>The data indicated in item 3 of the accident summary referred to January – November 2018: -</p> <p>There has been a total of 37 accidents.</p> <p><u>Lost time due to industrial injury</u></p> <p>Members were advised that this is positive, as the figures are decreasing.</p> <p><u>Fire Risk Assessment</u></p> <p>Performance Indicator HS2 Management of fire risk assessments from WH are measured and are 100% compliant and are on target, including regulatory compliance.</p> <p>Committee members referred to page 42 of the report, entitled; 'Formula' outlining 'Category Number 4', in relation to Highrise Deck Access Blocks and why they are not in Category 1.</p> <p>Reference was made that the discussion at the time of reviewing the FRA's (Fire Risk Assessments) means there have been recent reviews on the categories since the report was published.</p>	<p>MD</p> <p>MD</p>
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	<p>Action: Kevin Manning to update the information and circulate to Board Members when available.</p> <p><u>Fire Safety interventions: Vulnerable tenants</u></p> <p>A priority area in reference to Appendix 5, regarding the work carried out for Vulnerable tenants. CWC are working together with WH on issues of hoarding as top of the agenda, and other issues arising.</p> <p><u>Mental Health</u></p> <p>WH have moved promptly regarding Mental Health and Well-being in the workplace, creating awareness by utilising these events, which was undertaken this year by WH Human Resources. This incorporated activities with Dudley MINDS, Alzheimer's Society etc. to promote health and well-being in the work place.</p> <p>Mark Darmody complimented WH on the work that had been done.</p> <p>Action: WH to follow-up on the work that was concluded and to present the work to SMT, following this, it will be shared with Board.</p> <p><u>Strategic Construction Partnership</u></p> <p>Two colleagues from H&S are involved in attending WH progress meetings with both partners and noted that contractors are compliant.</p> <p><u>Worker Engagement</u></p> <p>H&S Champions group continue to meet and includes Trade Union colleagues. It is a proactive group and as such, joint safety tours are undertaken and reported back to the Health Safety and Wellbeing Committee.</p> <p>Resolved: Board noted the contents of the report.</p>	<p>KM</p> <p>SA</p>
<p>10.0</p>	<p>High Rise Fire Safety Homes Checks</p> <p>Andrew Finch presented this report.</p> <p>Tenants are visited to provide fire safety advice and to ascertain any requirements. Home checks are also completed, which are undertaken to ensure that the property is being maintained. An accurate profile is produced, to therefore highlight and record any potential risks.</p> <p>Each High-Rise accommodation, including leasehold properties are visited at least once every 12-months by either WH, or a contractor following any repairs, leaseholder manager issues or any other issue that requires a home visit.</p>	

	<p>Fire safety information is shown and completed upon the sign up of a property, before a tenant moves in. For those who are vulnerable, they are priority to have further conversations on how they will cope in event of an emergency.</p> <p>Members were advised that vulnerable tenants are re-assured and if they have an appointment booked for a follow up, they are sent a letter prior to appointment for their information.</p> <p>It was outlined that tenants are asked permission firstly before their information/data is recorded.</p> <p>Action: NFA are carrying out similar work, and it is reported that some areas only gain access to a quarter of their tenant's. Board requested WH to provide the reports to the NFA for their information to reflect how well this has been completed.</p> <p>Committee members confirmed that Tenancy Audits have been completed and background checks are carried out and recorded to avoid properties being used inappropriately such as sub-letting etc.</p> <p>All properties will be visited within a 12-month period.</p> <p>Resolved: Board members noted the contents of the report.</p>	<p>DB</p>
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Board Report

	Agenda Item 5
	1 March 2019 Review of Payment Kiosk Provision at One Stop Shops
	Open Report
Status:	For decision
Author and job title:	Sophie Munn, Housing Manager Eamonn McGirr, Head of Business Improvement
Contact No:	01902 550241 / 01902 554803
Recommendations:	To replace our existing four payment kiosks.
Key risks and contentious issues:	<p>Payment kiosks take a substantial amount of rent payments in both cash and card.</p> <p>The use of payment kiosks and particularly the taking of cash does not align to our digital vision and the use of online channels. Any decision to remove would be subject to an Equality Impact Assessment (EIA).</p>

Management Summary

1.0 Purpose

- 1.1 In January 2016, customer payment kiosks were installed at Wolverhampton Homes' three One Stop Shops (OSS) situated in the City Centre (Market Street), Wednesfield (Alfred Squire Road) and Bilston (Town Hall).
- 1.2 Two kiosks were installed at Market Street OSS with a single kiosk being installed at both the Wednesfield and Bilston OSS locations.
- 1.3 The kiosks will become non-compliant to the Payment Card Industry Data Security Standard regulations (DSS PCI) from December 2019 and as such cannot continue to be used. The kiosks cannot be adapted and therefore will be end of life at this point.
- 1.4 The supplier from which we procured the payment kiosks, Banking Automation, no longer sells payment kiosks. If we are to replace we need to find an alternative product and supplier.
- 1.5 Taking this compliance requirement into account, Wolverhampton Homes must decide as to whether new payment kiosks are procured, or, whether the business will cease to use this method of payment moving forward.
- 1.6 The options we have considered are:
 - Replace with four new kiosks
 - Removal of kiosks from Bilston and Wednesfield, retain two kiosks in Market St
 - Reduce to a one kiosk in each of the OSS
 - Complete removal of all four kiosks

2.0 Proposals

- 2.1 The business case for the installation of payment kiosks in 2015/2016 clearly falls in line with the companies' digital agenda. This was driven by our vision for self-service, to encourage those customers who can serve themselves to do so, rather than by being served by a traditional cashier.
- 2.2 Increasing number of our customers are in receipt of Universal Credit (currently standing at 2,700) and coupled with this there is the requirement to have a bank account for monies to be paid into. Taking this into account, ideally, rent should be paid by one of the above means with the preferred method of payment being Direct Debit.
- 2.3 The expected move to online service and online payment methods still has a way to go as can be seen by the amount of payments made at the kiosks and in particular the large amount of cash payments.

- 2.4 From the perspective of our digital customer journey it would make sense to remove the payment kiosks and push customers in our preferred online payment channels. However, due to the high level of payments made through the kiosks we could not at this time recommend the removal of payment kiosks due to the potential impact on rent collection.
- 2.5 We would recommend a renewed push to the digital channels as the preferred payments method and as our online services develop the online options are becoming easier to access and use.
- 2.6 We would recommend retaining payment kiosks.
- 2.7 The suggestion to reduce our number of kiosks to either just Market St or to have a single kiosk in each location would help to nudge customers to the digital channels. However, due to the number of payments made in the Market St office we would recommend retaining two kiosks there to provide some contingency in the event of a kiosk failing.

3.0 Financial and value for money implications

- 3.1 The kiosks take approximately 7 million pounds in rent payments per annum plus 2.5 million in council tax per annum. (estimated to end of 2019).
- 3.2 Approximately 60% of the payments made in the kiosks are made in cash.
- 3.3 Indicative costs to replace the four current kiosks over four years are approx. 100k to replace the kiosks with support and maintenance over the four years approx. 60k. Giving a complete four year cost of 160k which is equivalent to 40k per annum.
- 3.4 If the decision is to replace the kiosks, we will need to undertake a procurement exercise and source a supplier. Time also needs to be allowed to define the software and build/test new interfaces.

4.0 Legal implications

- 4.1 The payment kiosks do not meet the changing DSS PCI regulations for VISA. As such could not be used for taking card payments after December 2019.
- 4.2 There are new regulations concerning Point-to-point encryption (P2PE) of the payment data. Any new kiosks purchase would comply with future regulations as far as possible.

5.0 Human resources implications

- 5.1 Resources from CWC will be required to build the interface to the Agresso system as part of the implementation of new kiosks.
- 5.2 The Business Improvement team will run the project to replace the existing kiosks.

6.0 Health and safety implications

6.1 There is a risk in the holding of cash on the premises of the One Stop Shops. To reduce this risk the kiosks are cashed up before the close of day and no cash is left in the OSS overnight.

7.0 Equalities implications

7.1 If a decision was made to remove the payment kiosks a full Equality Impact Assessment will be undertaken which would include consultation with our customers.

8.0 Impact on the environment and community

8.1 A full consultation exercise will be undertaken should the decision be made to remove, or partially remove the kiosks.

9.0 Long term consequences for the company

9.1 Increasingly society is moving towards being digital and cashless. We owe it to our customers to support them in responding to this change in culture. We will continue to promote our digital agenda within all our OSS and service channels.

10.0 Impact on business relationships with suppliers, customers and others

10.1 If we did remove payment kiosks it is expected that Market Street customers would make more use of the four payment kiosks within the Civic Centre this has been raised as a concern by CWC.

10.2 It would be expected that removing the payment kiosks would increase the use of PayPoint outlets within the City.

10.3 If we were to remove our consultation may raise some additional impacts.

11.0 Impact on Wolverhampton Homes' Management System

11.1 Dependent on the decision any relevant documents in the management system will be updated.

Date: Following decision

Officer responsible: Sophie Munn / Eamonn McGirr

12.0 List of Appendices

12.1 The Future of Payment Kiosks in One Stop Shops

Appendix 1

The Future of Payment Kiosks in One Stop Shops

Purpose

The purpose of this draft report is to review the ongoing requirement for the provision of payment kiosks in Wolverhampton Homes' (WH) three One Stop Shops (OSS) across the City.

Background

In December 2015/early January 2016, customer payment kiosks were installed at Wolverhampton Homes' three OSS situated in the City Centre (Market Street), Wednesfield (Alfred Squire Road) and Bilston (Town Hall).

Two kiosks were installed at Market Street with a single kiosk being installed at both the Wednesfield and Bilston locations.

The company from which we procured the kiosks are no longer in the market.

The kiosks themselves will be non-compliant to VISA security regulation DSS PCI from December 2019 and as such cannot be used. The kiosks cannot be adapted for use so will be end of life.

A decision regarding this matter is required as soon as possible to enable a procurement exercise to take place.

Digital

One of WH's company key business priorities is the move towards supporting our tenants to be digitally capable so that they can access cheaper goods and services, increase their life chances in terms of employment and education and, most crucially, able to apply for and manage their claims for Universal Credit on line.

The business case for the installation of payment kiosks clearly falls in line with the companies' digital agenda. Installation was driven by need to encourage those customers who can serve themselves to do so, rather than by being served by a traditional cashier.

It was envisaged that this change would release valuable resources to assist those customers who required more concentrated support in their interactions with Wolverhampton Homes.

A further driver to the kiosk installations was the view that payment self-service would be the catalyst to move more of our customers towards accessing Wolverhampton Homes services on line, rather than visiting a OSS or calling Homes Direct (HD).

From the very outset, new applicants must interact with WH digitally, from making their application for housing on the Homes in the City (HITC) website to the online Pre-Tenancy Workshop and digital sign up process. When applicants become tenants, we educate all to use self-serve to check their rent account, report repairs and use the website to access our services with the aim being that they will continue with their "digital" behaviour for the life of their tenancy.

Taking the above into account, it should follow that the Wolverhampton Homes focus in terms of methods of payment should be to shift our customers wherever towards making their payments via more cost effective means as below:

- Direct Debit
- Internet Payment
- Autopay (Phone)

Increasing numbers of our customers are in receipt of Universal Credit (currently standing at 2,700) and coupled with this there is the requirement to have a bank account for monies to be paid into.

Taking this into account, rent should be paid by the above means with the preferred method of payment being Direct Debit rather than via payment kiosk.

Transactional Data

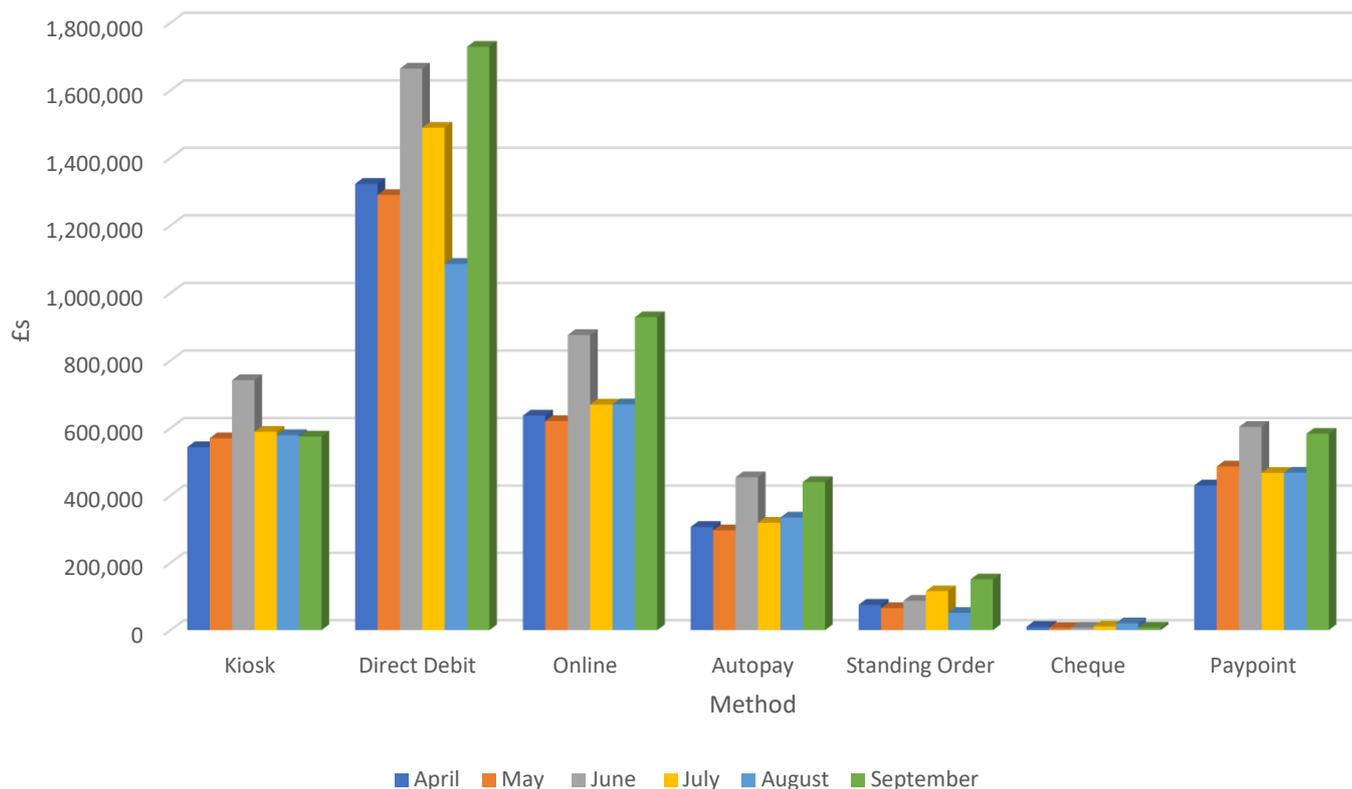
Methods of Payment

Currently the following methods of payment are available to customers –

- Direct debit
- Standing order
- Paypoint
- Payment Kiosk
- Autopay
- Web payment
- Cheque – Receipted by OSS staff via Agresso daily

The below table captures the volume of differing payment methods from April 2108 to end of September 2018.

Payment Methods & Values April 2018 - September 2018



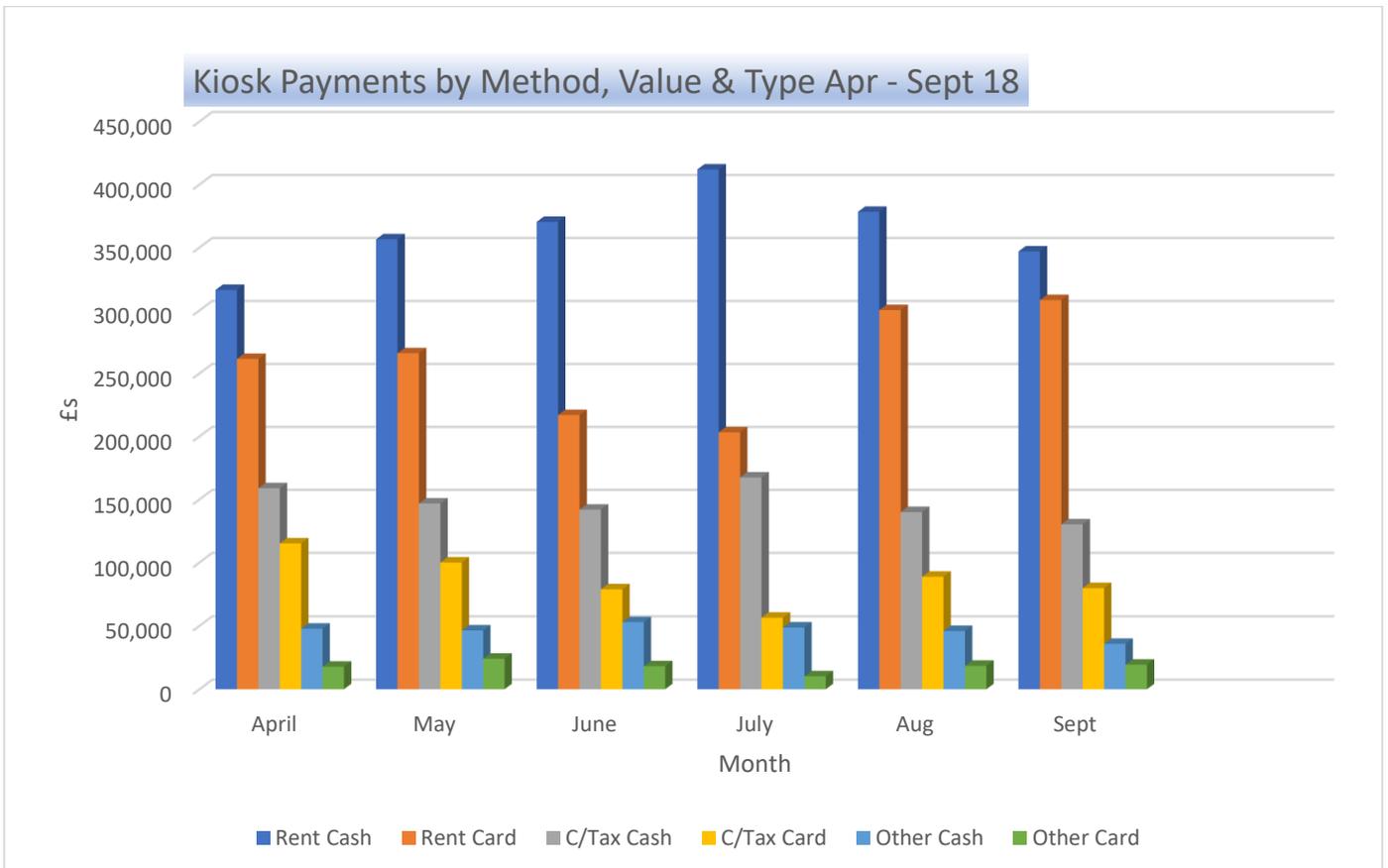
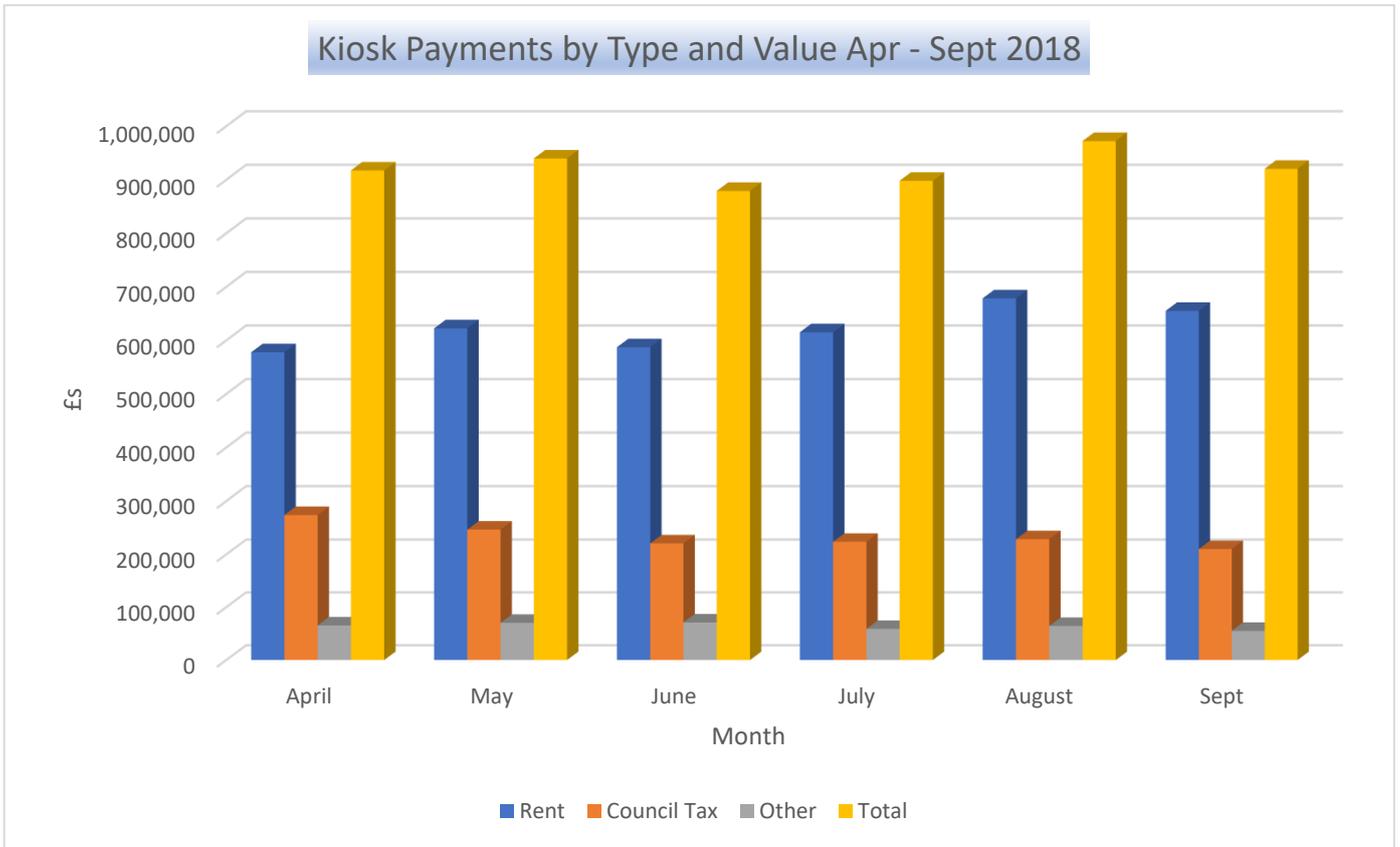
The below table summarises transaction levels by number and method since financial year 15/16.

	Kiosk	Pay Point	DD	Internet/Phone/SO	Totals
2015/2016	155,000	93,000	152,000	86,000	486,000
2016/2017	78,000	110,000	173,000	95,000	456,000
2017/2018	74,000	97,000	179,000	107,000	457,000
2018/2019 est	70,000	88,000	168,000	130,000	456,000

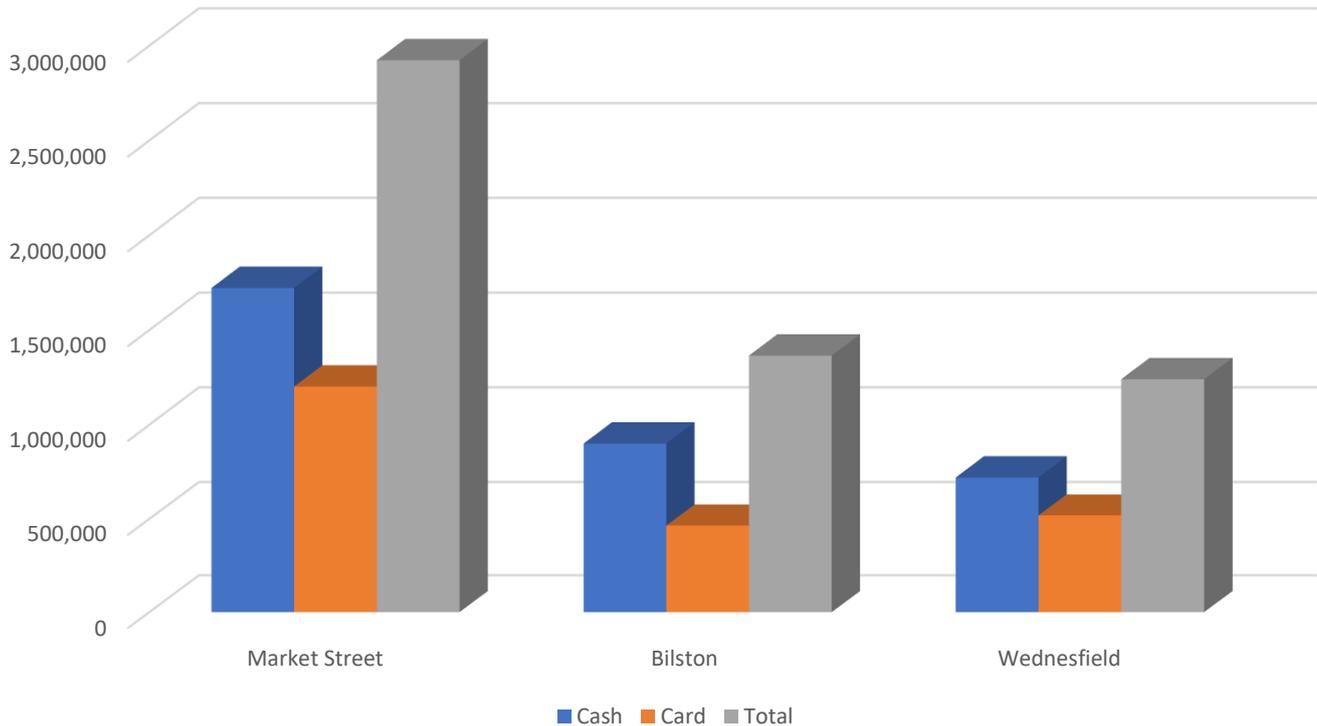
- 2015/2016 – Heath Town counter closed, kiosks introduced Nov 15 - Jan 16
- 2016/2017 – Merry Hill and Low Hill counters closed
- 2017/2018 – Civic Centre kiosks opened - no discernible impact on WH transactional levels
- 2018/2019 – OSS transactions are likely to reduce by 55% from 2015 levels

Payment Types

The tables below detail kiosk transaction levels by type, method and value:



Kiosk Payments by Office and Method Apr - Sept 2018



Payment Types Exclusive to Payment Kiosk Receipting

Currently, all payments due to WH can be receipted via alternative method as well as via payment kiosks except for purchasing laundry tokens and replacement door fobs.

Moving forward, should the decision be taken not to replace the current kiosks, work will need to be undertaken to seek a workable solution for these payment types.

Possible solutions:

- Gifting of door fobs rather than £10 charge
- Roll out laundry token purchase in local retailers Citywide (currently in place in Merry Hill)
- Further review of laundries City Wide – Longer term sustainability assessment required

Staffing Costs

OSS staff have significant involvement with the management and cashing up of the payment kiosks during a working day. The table below summarises the officer time committed over a typical working week:

Location	Total Time Spent in Kiosk Management
Market Street	28.75 hours a week
Wednesfield	14.37 hours per week
Bilston	14.37 hours per week
Total staff time across 3 OSS	57.5 hours week = 1.55 FTE

Costs of Payment Types

Cost of processing by payment type is detailed below, extracted from the City of Wolverhampton Council (CWC) payment strategy:

Payment Method	Bank Charges
Card	Card merchant collects the money for any type of card payment. In April 2018 we paid an average merchant charge of £0.35p per online payment
	If you need a card machine to process payment rental varies £15- £25 per month
	Online Payment needs a payment service provider who we pay £0.05p per transaction
	Kiosks have a sub contracted payment service provider who we pay £15.00 per month per kiosk
DD	We pay a file fee of £3.00 plus £0.01p per payment collected from within the file
Cash	Dependant on the value of money paid in we pay between £0.02 - £0.20 pence per £100
	The Cash in transit contract is required to collect and deliver the money to the bank charged at £13.12 per collection
Bank	£0.01p per payment made direct to our bank account i.e. Faster payment/SO/BACS
Cheque	We pay £0.05p to pay a cheque into our bank account
Paypoint	0.46p per transaction
Post Office	0.41p per transaction

Procurement, Servicing and Building Alteration Costs

Indicative costs to replace the current kiosks over four years detailed below:

Element of Project	Cost
Kiosk x 4 @ 15k each	80K
IT Development	20K
Annual Service Contract x 4years	60K
Total	160K

If we decide to replace the kiosks, we will need to undertake a procurement exercise and source a supplier by end of March 2019.

Time also needs to be allowed to define the software and build/test new interfaces which will require time from Wolverhampton City Council (Procurement / ICT / HUB).

In addition to the costs to replace and install the new kiosks it must be noted that the installation is likely to lead to disruption for staff and customers should the offices remain open as has been the case previously whilst improvement works are undertaken.

To minimise disruption a view may be taken that offices should close to the public whilst works are carried out. If this were to be the case, the impact on service provision, particularly at Market Street where the predominance of Homeless presentations occur must be considered.

Alternatively, work could be carried out of office hours over the weekend at all locations, however, this would likely increase the overall installation cost.

Other Factors

Social Responsibility

Increasingly society is moving towards being digital and cashless. We owe it to our customers to support them in responding to this change in culture.

Removal of payment kiosks will “force” a number of our customers (with support from WH) to embrace alternative methods of payment in line with the digital age rather than continuing to deal with their finances in cash.

Risk to Staff

Due to the large volumes of cash collected in the three OSS there is always the underlying risk of robbery.

Processes were reviewed because of a spate of break-ins in 2017 and cash is no longer kept on the premises overnight, however, a risk still remains in relation to the large volumes of cash collected during the working day prior to end of day banking.

Bilston One Stop Shop

Currently the long-term future of the Bilston OSS remains uncertain and this must be considered in the overall decision-making process.

City of Wolverhampton Council

CWC have clearly expressed the view that they should be included in any conversation surrounding the future of WH payment kiosks.

On 7th January 2019 tentative discussions were held with CWC regarding Wolverhampton Homes potential removal of payment kiosks across the City. Feedback from Senior Council Colleagues was that this decision is likely to be less than positively received by Elected Members.

The current view from the Council is that payment options should be increased, not decreased, and therefore unless a solid argument is put forward regarding kiosk removal with viable alternative payment methods such as payment app being developed in place there is likely to be resistance from CWC.

CWC have 4 payment kiosks located in the Civic Centre, however they are not due for replacement at the same time as Wolverhampton Homes' as they are a newer model and thus will remain compliant for a longer period.

The transactional levels on the CWC kiosks are negligible.

Consultation and Communication

If we were to remove or reduce the payment kiosks then a comprehensive communications plan will be formulated in conjunction with Communications colleagues to prepare customers for the change, and an Equality Impact Assessment including customer consultation would be carried out.

Options appraisal

The four options for consideration are:

- a. Replace payment kiosks in all locations
- b. Reduce the number of payment kiosks to one per OSS (currently Market St has two)
- c. Remove kiosks from Bilston and Wednesfield but retain two in Market Street
- d. Remove all kiosks prior to the end of December 2019

Replace payment kiosks in all locations

For

- WH would be fully compliant with industry standards by 2019 deadline
- Customers continue to pay at all locations as they have historically
- Less risk of damaging customer satisfaction and increase in complaints
- Eradicate concerns surrounding reduction in income collection if removed

Against

- Cost of replacement kiosks x 4 (four-year costs approx. 160k)
- Does not support the digital agenda – particularly the taking of cash payments
- Risk to staff still prevalent
- Uncertain future of Bilston OSS and potential unnecessary expense of new kiosk at this location

Reduce the number of Kiosks to One per OSS

For

- Would only impact Market St
- Would still maintain the current service levels in our other OSS
- There would be a reduction in the purchase and maintenance costs for replacing
- Customers in Market St could use the four kiosks in the Civic Centre
- Could reduce footfall in Market St over time

Against

- Expect an increase of queues in Market St which could lead to complaints
- Does not support the digital agenda – particularly the taking of cash payments.
- Risk to staff still prevalent
- Uncertain future of Bilston OSS and potential unnecessary expense of new kiosk at this location
- No contingency in the event of the kiosk developing a problem in our busiest OSS

Remove kiosks in Wednesfield and Bilston but retain two in Market St

For

- Would only impact Wednesfield and Bilston
- Would still maintain the current service levels in Market St
- There would be a reduction in the purchase and maintenance costs for replacing
- There is a potential that CWC would consider relocating two of their kiosks to Market St

Against

- Risk of impacting our income collection
- Removal of service in the other OSS could lead to complaints
- Does not support the digital agenda – particularly the taking of cash payments
- Risk to staff still prevalent in Market St
- Could drive customers to PayPoint outlets or Market St rather than digital channels

Remove kiosks from all locations prior to December 2019

For

- Less financial outlay
- Risk to staff removed
- Supports digital agenda
- Efficiency savings achieved in staff time and cash collection fees
- Less congestion in OSS particularly Market Street
- Customers could be directed to Civic Centre kiosks as an alternative
- Removes concerns regarding medium term future of Bilston OSS

Against

- Potential reduction in customer satisfaction and increase in complaints
- Potentially excluding some vulnerable client groups from making payments
- Potential rise in rent arrears
- Potential resistance from CWC.

Board Report

	Agenda Item 6
	1 March 2019 Recruitment Plan – Independent Board Members
	Open Report
Status:	For decision
Author and job title:	Jan Lycett, Director of Business Support
Contact No:	01902 553512
Recommendations:	That Board agree the recruitment process for the Independent Board member roles as outlined in this report.
Key risks and contentious issues:	<p>It is important that the work undertaken by Wolverhampton Homes Board is delivered with effective governance arrangements. The company's Articles of Association specifically underpin the arrangements for the Board Membership.</p> <p>The efficacy of the company relies upon the ability to recruit and retain an effective and appropriately skilled Board.</p> <p>Wolverhampton Homes must be able to provide adequate assurance to its shareholder and wider stakeholder groups that it is effective in its operation and management.</p>

Management Summary

1.0 Purpose

- 1.1 This report is for the Board to consider the proposed arrangements for the Board Member appraisal process and development plans and to understand the timetable and recruitment process for the 3 independent Board Members whose tenure will end this year.

2.0 Overview of the process

- 2.1 It is intended to undertake a full and robust recruitment process to these Board positions. This will include an appropriate recruitment campaign that includes:
- Refresh of the current terms of reference and role requirements.
 - External advert aligned to our usual employee recruitment process.
 - Specific notification to our key stakeholder groups to encourage as wider circulation as possible and to hopefully attract interest from our community groups and partners.
 - To include an application process that include an expression of interest together with some statement around the core competencies that the applicant would bring to the Board.
 - To include as part of the evaluation process a shortlisting panel – to involve the Chair/Vice Chair of Board and the Chief Executive.
 - As part of the wider selection process to include an interview with a panel that includes the Chair and Vice Chair of the Board and the Chief Executive. It is also proposed that there is a more interactive session held with representatives from our key customer groups; the wider senior team; Our Voice and an observer from the HR team.
 - The final selection process could also provide an informal opportunity for the candidates to meet the wider Board.

3.0 Required core competencies

- 3.1 It is appreciated that the wider Board skills assessment process is currently being undertaken, however it is recognised that the retirement of 3 independent board members during 2018 will result in us losing some core strategic skills particularly including:
- Financial and commercial oversight
 - Business & organisational planning and change management
 - Service improvement and performance management
 - Resource planning
- 3.2 As the Board are aware, the role of the Board in delivering effect governance of any organisation is critical and so applications with strengths in the above areas will be welcomed.

3.3 Also important is the understanding of the social housing sector and the role WH plays in supporting the Council's strategic objectives. A connection and passion for the City will be welcomed.

4.0 Timetable

4.1 It is intended to commence the recruitment process as soon as practicable and ideally, we will appoint before the summer, thus allowing some continuity to be achieved via a robust induction plan.

5.0 Legal implications

5.1 Our Articles of Association require there to be 4 independent Board Members and it sets out the 'rotation' of this membership. It is important that we operate within these constitutional arrangements.

6.0 Human resources implications

6.1 We intend to recruit and appoint to the Board in line with common good practice in this area. We will ensure that our expert HR team are involved in this process.

7.0 Long term consequences for the company

7.1 It is imperative that our governance arrangements are not only compliant with our Articles but that our Board have the right balance of skills, expertise and competencies to support effective decision making.

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Board Report

	Agenda Item 7
	1 March 2019 Business Plan 2019/2023
	Open Report
Status:	For decision
Author and job title:	Jan Lycett, Director of Business Support
Contact No:	01902 553512
Recommendations:	That Board members approve the Business plan for 2019/23.
Key risks and contentious issues:	<p>The Business Plan is the key strategic document that sets out our plans for the next 4 years. It is a key management and monitoring document for the City of Wolverhampton Council.</p> <p>Each year an annual action plan will be developed and submitted to the Council for their approval.</p> <p>The Board and its Audit and Service Delivery Committee will receive regular updates on progress and performance against this document.</p> <p>It is imperative that Wolverhampton Homes effectively manage the delivery of the key objectives outlined in this document and in line with the framework of the Management Agreement.</p>

Management Summary

1.0 Purpose

1.1 The draft Business Plan is attached at Appendix 1. It sets out the key strategic objectives for the next 4-years and contains the action plan for 2019 / 20. It has been developed following consultation both with the Board, at the recent Board Strategy Away Day and with key stakeholders including the Council and is based on a wide range of customer feedback including that from the Wolverhampton Federation of Tenants Associations. This Plan is due to be considered by CWC's Cabinet and Full Council before the end of the financial year.

2.0 Overview

2.1 As part of the Management Agreement (MA) refresh during 2018, it was agreed that the company would draft a 4 year business plan that is aligned to end at the next formal 5 year review of the MA by the Council. This is in 2023. An annual operational action plan is to be developed for each year of this plan.

2.2 The Business plan for year 1 action plan is now attached at Appendix 1.

2.3 As you would expect from any strategic document of this kind, the plan establishes the current operating environment and the local factors that will influence service design. Included in the plan are also outlines of the National and Local Housing Policy framework within which we work.

2.4 The plan explores our ambitions for the next 4 years and we outline the key workstreams from our Transformational plans. These underpin our budgetary approach and Medium Term Financial plans that are also highlighted within this document.

2.5 As you will see we are focusing effort on delivering efficiencies from across our business that will enable us to use our reserves in the longer term to support invest to save and value adding activity, rather than to cover day to day operational costs.

2.6 We will need to refine our plans and Medium Term Financial Strategy, as the outcomes of the People Deal are known; we launch the Home Improvement Agency and embed our new ways of working. We will also ensure that the outcomes from the Lean Programme are captured and reported back to Board.

2.7 The successful delivery of this 4 year plan will require commitment and focus.

3.0 Financial and value for money implications

3.1 The Plan sets out the financial parameters, which we will operate over the next 4 years. It also establishes the need to deliver Value For Money Services where efficiencies have been identified and removed.

3.2 The Plan identifies how we will achieve a balanced budget over the life of the plan and outlines the longer term financial strategy.

4.0 Legal implications

4.1 There is a requirement for the company to develop and publish a Business Plan and Annual Delivery Plan and this is encapsulated within our Management Agreement.

5.0 Human resources implications

5.1 The Plan sets out the key objectives relating to our workforce planning arrangements and our core organisational priorities.

6.0 Health and safety implications

6.1 The plan continues to commit WH to having an effective health and safety framework in place and to deliver best practice throughout our compliance services.

7.0 Impact on the environment and community

7.1 The plan details the importance we place on working in and with our communities. We will also continue to ensure we are taking account of the local environment and our commitment to delivering environmentally friendly services.

8.0 Long term consequences for the company

8.1 The company needs to deliver excellent core services and have a sustainable financial strategy and this plan identifies how we will successfully continue on our #goodtogreat journey, within a complex operating environment.

9.0 Impact on business relationships with suppliers, customers and others

9.1 We will continue to work collaboratively with all of our key stakeholder and supplier groups. This plan outlines the importance we place on providing excellent customer services. We are grateful for the positive contributions made by those stakeholders as we consulted on this plan.

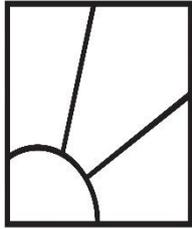
10.0 Impact on Wolverhampton Homes' Management System

10.1 If yes and approved by Board members, update to go on the management system.

11.0 List of Appendices

11.1 Business Plan 2019 - 2023 – Consultation Draft

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WOLVERHAMPTON
HOMES

Business Plan 2019 – 2023

Transforming the delivery of our services to ensure we continue to:

- Enhance our community and customer focus
- Provide safe and secure homes
- Support people to sustain their tenancies and homes

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1.0 Introductory message

Welcome to the Wolverhampton Homes 2019 - 24 Business Plan that will underpin our work over the next 4 years. Whilst our operating environment is challenging we believe that our collaborative approach will enable us to successfully support the Council in achieving its aspiration to be a City of opportunity.

This plan outlines our response to the key strategic challenges we face. We are embarking on an ambitious Transformation Programme that will see us:

- Enhance our Community and customer focus – by working from Community hubs and delivering strong customer centric services; building resilience in our Communities and being responsive to the voice of our customers.
- Provide safe and secure homes – by managing and maintaining homes to a high standard; looking after our estates and Communities; developing new and different types of housing; by adapting and improving the existing housing stock; by actively contributing to the improved supply of sustainable accommodation options across the city.
- Support people to sustain their tenancies and homes – through the provision of effective advice and support services that help residents to live independent, prosperous and fulfilling lives; by working collaboratively with other stakeholders to promote independence and individual and Community resilience and continuing to provide excellent housing services.

We remain committed to responding proactively to the future housing white paper and to the outcomes of the Grenfell inquiry and our Board remain resolute in achieving the highest standards of governance.

We will continue to keep this Plan under review and will develop an annual action plan each year that supports its delivery. This plan will be formally agreed with the Council before the start of the financial year and will then be reviewed on a quarterly basis.

Chair of Wolverhampton Homes

Cabinet Member for Housing & City Assets

2.0 Overview of Wolverhampton Homes as a Company

Wolverhampton Homes (WH) is in the 6th year of its latest 15 year management agreement that will run until March 2028. We have a successful track record of delivering Housing Management Services across the City and as a trusted partner of the Council, our key shareholder, now provide a range of services that extend beyond those to Council tenants.

2.1 Who we are

Our vision is simple... **"Unlocking people's potential through housing, skills and technology"**, so that we can **"help people get on in life"**, we do that by living by our values:

- Working together
- Open to new ideas
- Respecting differences
- Delivering our promises.

We want to help make our City become an even better place to live. We aim to provide great homes in clean, safe neighbourhoods where our tenants can access training, skills and job opportunities, whilst providing a Community environment that we can all be proud of.

2.2 Our Board

Governed by a Board of 12, intrinsic to the operation of the Company is its Community and customer focus. The Board has tenant representatives, Local Councillors and Independent Directors and this balance of perspectives, skills and experiences has bought a strong and effective strategic leadership to the organisation.

2.3 Our core services

The Management Agreement encapsulates the core portfolio of services and in summary these are provided through 4 departments that cover:

Property Services

- Capital Programme management and delivery
- Stock condition, design and investment planning
- Commercial services
- Response Repair services
- Retained responsibilities and support to TMO's
- Health and Safety: compliance and property safety
- Home Improvement & GF/tenure neutral improvement activity

Housing

- Tenancy and Estate Management
- Income & Sundry Debt Management
- Tenure neutral ASB Services
- Neighbourhood Services – Estates, Concierge, Out Of Hours call handling
- Home Sales, shops and leasehold management
- Customer services via One Stop Shops and Homes Direct

Housing Options

- Lettings
- Homeless services
- Housing Support & Temporary Accommodation management
- Safeguarding

Business Support

- Governance & Business Assurance
- People Management
 - Internal – HR/OD
 - External – resident engagement & employability; Community investment including CSR
- Marketing & Communications; Customer feedback and service design
- Business Improvement
 - ICT & system development
 - Performance
 - Transformation
 - Financial oversight & VFM
 - SLA's and shared service arrangements

3.0 The Operating Environment

3.1 The wider economy and the impact of austerity

In recent years all public sector services have been impacted by the Austerity Programme and 2019 / 20 is the 8th year of the management fee freeze for WH. The Company has responded well to these financial challenges and managed its impact through the drive for efficiencies and the effective use of reserves.

However, there continue to be uncertainties for the wider economy with Brexit being a key concern. The UK economy is less buoyant and consumer confidence has already been impacted by these wider issues. For the customers of WH, the continued pressure on welfare spend remains, employment opportunities are more limited and the pressure on their household finances is becoming more pronounced.

In common with other areas of the UK, some sections of our Communities are struggling financially, and poverty is becoming more of a concern. Rent arrears are increasing for a greater number of households – including those, who have

moved across to Universal Credit – and demand for food bank referrals is increasing.

Analysis of the wider deprivation indices shows that the experiences for many residents remains difficult and that the trend for employment shows a weakening of opportunities being available across the whole City. The following illustrates the key concerns within each ward.

By Theme: Wards More or Less deprived than in 2010 (Based on IMD data for 2015 released in 2018)								
WARD	INCOME	EMPLOYMENT	HEALTH	EDUCATION	BARRIERS	CRIME	ENVIRONMENT	OVERALL
Bilston East	More	More	Less	Less	Less	More	Less	More
Bilston North	More	More	Less	Less	More	Less	Less	More
Blakenhall	Less	More	Less	More	Less	More	Less	Less
Bushbury North	More	More	More	Less	More	Less	More	Less
Bushbury South / Low Hill	More	More	More	Less	More	Less	Less	More
East Park	More	More	Less	More	More	More	Less	More
Ettingshall	More	More	Less	Less	More	More	Less	More
Fallings Park	More	More	Less	More	Less	Less	Less	More
Graiseley	More	More	Less	More	Less	Less	Less	Less
Heath Town	Less	More	Less	More	More	More	More	More
Merry Hill	Less	More	Less	Less	Less	Less	More	Less
Oxley	More	More	Less	Less	Less	More	Less	More
Park	More	More	Less	More	Less	More	More	More
Penn	Less	More	Less	Less	Less	More	More	Less
Spring Vale	More	More	Less	More	Less	More	Less	Less
St Peter's	More	More	Less	More	More	More	Less	More
Tettenhall Regis	More	More	Less	More	Less	More	More	More
Tettenhall Wightwick	More	More	Less	More	Less	Less	Less	Less
Wednesfield North	More	More	Less	Less	Less	Less	Less	Less
Wednesfield South	More	More	Less	More	Less	More	Less	More

3.2 National housing policy

The last 2 years has been notable for the national cross-party consensus about the need for a buoyant and diverse housing market. The Conservative Government has restated its intent to 'fix the broken housing market' through its support for increasing the supply of affordable housing and most recently removing the HRA borrowing limitations. 2019 / 20 is the final year where the rent setting policy is linked to a 1% reduction and CWC will have greater freedoms to review rent policy in future years.

The legacy of Grenfell

In the days following the terrible fire in 2017, WH immediately took action to inspect the high-rise stock across the City and was quickly able to confirm that the same cladding had not been used on the CWC properties.

We made public our full Fire Risk Assessment process and published individual block assessments on our website. Whilst all blocks were reinspected from a construction perspective, a programme to visit every tenant and leaseholder was undertaken. This was to reiterate previous communications of the Fire Brigade's 'stay safe, stay put' safety message and to ensure any fire risks in individual properties was addressed. Each high rise block continues to receive a daily check by concierge staff.

We continue to ensure that residents remain assured that their safety is paramount and since Grenfell continue to work closely with the West Midlands Fire Service and CWC to ensure that this remains a priority. We ensure that fire safety advice is offered to all new tenants via our 'are you ready' on line workshops at sign up phase and during the home checks then undertaken within the first 8 weeks of occupation. Fire Safety continues to be a theme through our general Tenant Update newsletters and through our residents Get Togethers and engagement through the City Tenants Federation.

As part of a shared commitment in this area we increased the staffing resource that delivers our compliance activity. We are also now planning to install (retrofit) sprinklers across all the high-rise stock. Part of this ambitious programme will be to build skills in-house to ensure we are well placed to undertake its servicing and management in future years. (We have carefully considered the outcomes from the Hackett inquiry and appreciate that retrofitting has not been made mandatory and could still be subject to additional building regulation).

As part of the 'SPIN' achievements we also now aim for a member of the WH staff to visit every tenant (regardless as to which property type they occupy) at least once a year as part of our commitment to ensure that all our residents support needs are identified. These visits will also ensure that any maintenance requirements are identified and mitigates the risk of tenants not reporting disrepair.

A New Deal for Social Housing – the Green Paper and beyond

The impact of Grenfell could also be seen within the 2018 Green Paper. It echoed the call for tenants and residents to have a greater voice with their landlords and for the stigmatisation of social housing tenants to end. It emphasised the need for landlords to ensure that social housing was safe, of a good quality and with services that could readily be accessed.

WH used the summer Get Togethers to consult on the green paper proposals and submitted a full response to Government. We also supported the Residents and Tenants Federation to make their own independent submission.

No timeframe has been published to support the release of any white paper and the parliamentary programme continues to be dominated by Brexit. However, WH continue to plan to support each of the 5 core elements by:

I. Ensuring homes are safe and decent

- We will continue to prioritise the delivery of exemplar Compliance services.
- We are introducing our 'estate custodian' approach in the next year and will be launching our tenant & leaseholder deal.
- Our driver is to support and sustain tenancies, prevent homelessness, reduce dependency and promote resilience.

II. Effective resolution of complaints

- We have introduced additional capacity into our customer feedback team and are already working to introduce 'right first time' processes across all areas.
- We are reviewing our complaints policy and will always work proactively with the Housing Ombudsman and use complaints outcomes to inform service improvements.

III. Empowering residents and strengthening the Regulator

- We will review our approach to Scrutiny and want to improve the link scrutiny into our governance structures.
- We want to build talent in our Communities to ensure that we can continue to recruit to our Board and we recognise the need to have a balanced skill and competence set across the Board that supports effective decision making.
- We welcome any extension of the regulator across the ALMO sector and will be evaluating our current operation against the current consumer standards to establish where any gaps may exist.

IV. Tackling stigma and celebrating thriving Communities

- We have increased capacity cross our Community Engagement and communications teams specifically to strengthen the work we do to support this priority.
- A new community development strategy will be launched in 2019 and will dovetail into our ongoing skills and development of our tenants.

V. Expanding supply and supporting home ownership

- We will continue to build new properties and make best use of infill sites across the City. We will use these as opportunities to use new construction techniques and complete developments that allow CWC to have a diverse range of affordable housing across the City.
- We aim to become an asset owner either via transfer, direct purchase or build.

- We will launch a shared ownership and wider management service to WV Living this year.
- We continue to deliver a Private Sector Leasing scheme that meets the Council's Rent with Confidence scheme and that is increasingly used to support the City's aspiration to offer the full range of Housing Options.

3.3 Local housing policy

CWC remains committed to providing quality, safe and affordable housing across the city and this is one of its central city plan priorities. WH is proud to provide an increasing range of services across the city that support the cities strategic aims.

Homelessness and housing support:

WH has provided these services on behalf of CWC since December 2017. We have successfully introduced the Homelessness Reduction Act and continue to be an active support to the Council's Rough Sleeping work and importantly to the wider activity undertaken by adults and children's services.

WH as a key Safeguarding agent:

WH has strengthened its contribution to the CWC safeguarding agenda and this includes:

- Member of both Adults & Children's Safeguarding Boards
- Partner on following groups: Corporate Parenting, Families in Focus (troubled families), Wolverhampton Domestic Violence Forum, Safeguarding Workforce Development
- Providing a specific housing offer for children who have left care
- Attend and chair Multi Agency Risk Assessment Conference (MARAC) for high risk DV victims
- Directly employ an Independent Domestic Violence Advisor
- Introduced the use of Safe Lives Risk Assessment (DV risk tool)
- Multi-Agency Safeguarding Hub Housing Worker
- Trained staff on the use of Eclipse – children's social care IT system – which allows sharing of information at early stage to prevent escalation to crisis
- Have a rent arrears protocol in place – notification to children's social care where threat of homelessness exists in household with children
- Referral to specialist Health Visitor for all households placed in temporary accommodation where children under 5 are present and where intentionally homeless decision has been made
- Work in partnership in respect of Domestic Homicide Reviews, Safeguarding Adult Reviews and Serious Case Reviews (children)

Temporary Accommodation:

WH is taking a proactive approach to the development of an effective portfolio of Temporary Accommodation. This includes: -

- The provision of a service to complete voids works to 10 properties used by Children's Social Care for NRPF families and therefore limit any placement in B&B.
- Deliver a refurbishment programme to CWC self-contained Temporary Accommodation.
- Completing a programme of improvement to the Whitehouse whilst CWC complete a review of the current lease arrangements on this property.
- Extending the use of Private Sector Leasing to bring additional housing options to those using the homelessness services.
- Taking the opportunity to use the small site and infill development opportunities to deliver some mixed tenure properties and to deliver some alternative Temporary Accommodation.

We have ensured that any new properties bought into use also fully comply with CWC's Rent with Confidence scheme.

We intend to continue to develop and deliver a range of alternative housing options to support the way we help meet housing need across the City. We want to provide services that help people sustain their homes – regardless as to tenure.

Strategic asset management:

We will continue to actively support CWC to deliver its strategic asset management responsibilities. We have developed a robust asset investment plan and supported the latest review of the housing revenue account. We appreciate the capital budget remains under pressure and will continue to review and refine the future stock investment programme.

The next phases of the HRA Capital Programme can be found at Appendix 2. This offers an insight into the scale and scope of the work undertaken on behalf of the City.

We will also support the Council and the wider Combined Authority to deliver the key opportunities attached to the development of the growth corridor.

Fuel poverty:

As part of the development of our Home Improvement Agency (see section 4.4) we will review both the affordable warmth scheme and the additional work undertaken by the WH sustainability team to ensure that the City-wide offer supports the elimination of fuel poverty.

Working with our TMO partners:

We continue to deliver retained responsibilities to the other TMO partners and welcome the opportunity to further develop this area of work and enhance the collaborative opportunities that support our work together.

Additional content will be included once the revised draft housing strategy is published.

4.0 Our plans for the future

We intend to improve all our core services over the next 5 years and we must ensure we can provide high quality services within a difficult fiscal environment. WH has a strong track record of delivering cashable efficiencies and have previously built significant reserves. However, these are now being used to support the operating costs and this needs to be mitigated in the next 4 years.

We will continue to develop a strong performance focus that supports the effective delivery of our plans and helps drive our transformational ambitions.

4.1 Transformation the way we work

Our transformation journey #GoodtoGreat was launched in 2018 and supports our ambition to:

- Provide consistently excellent services that are highly valued by its customers and stakeholders.
- Be financially secure with a right first-time mantra.
- Be staffed by an elite, unstoppable team.

We have specifically used reserves to invest in our ICT infrastructure and have continued to prioritise improvements to Northgate that support more efficient ways of working and boost productivity. We have also invested in our staffing establishment to bring in new skills to support our transformation.

4.2 Mobile working and our Community Hubs

As part of our transformational journey, 2019 / 20 will start with our services moving away from the Hickman Avenue site and be co-located across a number of 'hubs' dispersed across the city. We are making improved use of the facilities in our communities and creating additional links with our customers by having our staff working within the key wards from the nearest property, community and corporate hubs.

We are modernising the way in which our staff work and introducing more flexible and mobile ways of working by having staff making use of the most efficient location to deliver their service.

Culturally it is more important that the work is done well, rather than being undertaken from any one office. This approach will bring us closer to our customers and has been supported by the investment made in new technology and our ICT infrastructure.

4.3 Lean Systems Thinking

The Lean programme is designed to achieve four key outcomes:

1. Reductions in overall operating costs (cashable and non-cashable) to enable the delivery of our Medium-Term Financial Strategy.
2. Improvements in quality (from our customers perspective).
3. Increases in organisational capacity (to do more value adding work).
4. Align the structure of the company, to better enable the customer journey and achieve the preceding three aims.

The draft programme can be seen at Appendix 1. It is expected that significant cashable and non-cashable efficiencies will be realised through this programme.

4.4 Our refreshed 'commercial' agenda

WH has a good track record of working innovatively to support the strategic aims of the city and to bring additional benefits to the city. We recognise that WH can continue to support the development of different housing offers and so is committed to:

- Delivering a cost neutral Private Sector Leasing scheme.
- Managing properties developed by WV Living – both at affordable rent and shared ownership.
- Working with CWC to develop a scheme to retain a small number of family homes by receiving their ownership through a small number of transfers if they should become void.

We also have some exciting plans to significantly improve the condition of Private Sector housing through the improved delivery of grant and loan schemes.

Home Improvement Agency (HIA):

2019 will see the launch of a new HIA that will encompass the Disabled Facilities Grant (DFG); Housing Assistance and Affordable Warmth teams. We intend to develop a tender neutral service that significantly improved the promotion and successful take up of the different grant and loan opportunities. This will enable an increased number of city residents to remain living independently in their own homes.

The service will be providing a holistic approach to the application and delivery processes and a wrap-around service for customers to make use of. It is expected that the adaptations activity will be delivered through a mixed economy model with WH being well placed to delivery an increasing level of work for the agency.

We will continue to build upon the work being undertaken with the discharge team at New Cross Hospital and as part of our commitment to the BCF programme and to support the priorities of the adult social care teams.

Future staff structures will provide a separation between the customer and client and that of the property and build elements. This new operating model will provide a more robust and efficient service structure that will support an increased take up and spend of the available grants and loans.

The Future of Telecare:

We also recognise the importance of the community alarm service and the opportunities that assistive technologies bring to support people to live independently. We will continue to support CWC with the delivery of this service across the city. However, both parties recognise that this is a fast-paced industry that requires ongoing capital and revenue expenditure. Therefore, WH will support the Council to ensure a full options appraisal is undertaken over the next 12 months.

Shared services:

WH and CWC have implemented a range of shared service arrangements since 2016. Several corporate services are now delivered by CWC and the success of this has been a little mixed and costs have risen with above inflation increases. Key SLA's are to be reviewed over the next 12 months and service managers will be invited to discuss performance as part of our ongoing focus on delivery.

Facilities Management:

CWC have requested that WH undertake the FM for its key assets including non-academy schools. It is understood that the service is in need of modernisation and would benefit from a Lean approach to service redesign. The private sector is unable to provide a suitable service and so WH are currently developing a business case to deliver this in house.

It is possible that this provides a real opportunity to support the council to improve the current FM service and in future years (once the early recovery plan has been delivered) to support the developing of skills across the city and the use of local SMEs.

5.0 Financial matters & resource planning

5.1 Budget setting and our Medium-Term Financial plan

As previously stated, WH has received a 'frozen' management fee for the last 8 years and has, to date, effectively mitigated the impact of this. Indeed, the company has a strong track record of driving efficiencies through its service delivery, which has resulted in the accrual of very healthy reserves. These are now being used to support our operational service delivery and it is appreciated that this is not sustainable in the longer term. We are now refocusing our Medium-Term Financial plan to ensure that this can be effectively managed.

The annual Management fee from the Council has typically provided around 87 percent of our income. The current base management fee totals £37.731 million with an additional sum of £1.6 million for the delivery of Homelessness and Housing Options and Temporary Accommodation. We then receive an income for the provision of general fund services including Anti-social behaviour, Independent Living, Telecare, Housing Assistance and Affordable Warmth.

The company also earns income from delivering capital schemes for the council's Capital Programme and from third party services such as Asbestos removal. We are planning for the continuation of this income stream and the addition to our portfolio of commercial opportunities through the delivery of works via the new Home Improvement Agency. We also have smaller, miscellaneous income streams that we will continue to monitor and ensure are optimised where practicable.

We are currently completing the detailed modelling of the Transformation Programme around our Medium-Term Financial plan and will be introducing specific savings targets to support the delivery of this balanced and sustainable budget.

This modelling includes the delivery of the lean projects; the implementation of the People Deal and the completion of our move to our new Community 'hubs'. It also includes some assumptions as to the future Management Fee that will be agreed during 2019 / 20.

The table below gives a high-level view of our projected income and expenditure over the life of this plan. (The 2018 / 19 figures are based on Q3 outturns).

	2018-2019 £000	2019-2020 £000	2020-2021 £000	2021-2022 £000	2022-2023 £000
Expenditure	48,472	50,147	50,347	50,108	50,108
Income	47,883	48,347	49,209	50,108	50,108
Reserves Contribution	589	1,800	1,138	0	0
Reserves					
Opening	10,695	10,106	8,306	7,168	7,168
Contribution to revenue	589	1,800	1,138	0	0
Closing	10,106	8,306	7,168	7,168	7,168

The above is an ambitious but achievable strategy. We will in future years refocus the use of reserves to support wider invest to save initiatives and the delivery of our strategic objectives.

We will continue to refine our plans and intend to publish an annual efficiency statement and VFM targets as part of our future financial planning framework.

5.2 Workforce planning

The People Deal and the launch of Our Voice

The development of the People Deal will continue and it is anticipated that this will be implemented during the summer of 2019. The People Deal is the culmination of 18 months' work to support WH staff and was initiated as part of the response to the outcomes of the T100 survey completed in December 2017.

In addition to this review of the terms and conditions the new staff engagement group – Our Voice – was launched in 2018 and will continue to provide a voice for staff. This group supports the ongoing work of the staff Equality Network and PTBM group. It is hoped that during 2019 / 20 the groups will develop and introduce new staff events that support their engagement and wider wellbeing.

Building skills and capacity

WH is committed to ensuring that all staff have the opportunity to develop their skills and abilities and a refreshed talent and leadership development programme will be launched during 2019 / 20. We are also introducing a stronger link to the attainment of appropriate professional training and will encourage participation in courses affiliated to the Chartered Institute of Housing.

The apprenticeship scheme is being reviewed as part of our business succession planning process. We intend to refocus our training and recruitment activity to support the loss of skills in future years, given the age profile of our current workforce. This will result in the introduction of an improvers programme that includes gas, electrical, bricklaying, plastering and carpentry. We are also reviewing pilot activity we have undertaken to incorporate graduate and technical apprenticeships into our workforce.

Representing our community

WH signed up to the 'Inclusive Futures' campaign in 2018 and continues to refine its approach to attract underrepresented groups into our workforce. This is particularly a focus for BAME groups and we are working with the University of Wolverhampton to introduce improvements in this area.

Our gender pay gap for 2018 is at 12.24%, which compares favourably to the national 17%. This reasons for us being some 6% lower than the national average is due to more females being recruited into higher paid roles over the last year. However, we would like to see a greater female representation amongst our technical and trade teams.

We also want our Board to be representative of the community we serve, and we will be recruiting to 3 new independent Board members during 2018. We have refreshed our recruitment policy to ensure we can attract a suitably competent applicants with a passion for Wolverhampton and our services.

Organisational change

During the early part of this plan we will also be seeking to deliver organisational change across our Housing Options department and as we create our Home Improvement Agency.

Housing Options:

The key features of the re-alignment of structures within this area is to support:

- The effective delivery of the homelessness reduction act
- The provision and management of the Temporary Accommodation portfolio
- To effectively support people to stay in their own homes
- To effectively let homes

Home Improvement Agency:

Here the priority is to support the customer to:

- Apply and successfully receive all relevant grants and loans to enable them to remain in the home
- Improve the customer experience and provide a holistic customer service
- Radically increase take up and spend of DFG's; housing assistance loans; Affordable Warmth Grants – and to ensure full grant spend by December 2020.
- Prevent loss of suitable housing and promote early discharge from hospital and care settings

6.0 Delivery section

We will develop an annual plan for each year of this 4-year business plan that details the key operational objectives we will be delivering. The plan for 2019 / 20 can be found at appendix 2.

The draft key performance suite that will be used to support this plan are detailed in Appendix 3.

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Appendix 1: Transformation programme

High-level programme of Lean System Thinking review areas

The table below gives the initial timetable for the cross-organisation programme of reviews.

Overall project	Start	End
PEOPLE		
Customer Access & contact	April 2019	April 2020
Housing Options	May 2019	September 2019
Allocations & Lettings	June 2019	September 2019
Housing Management	August 2019	December 2019
ASB	October 2019	January 2020
Community Engagement	February 2020	March 2020
Complaints	April 2020	July 2020
PLACE		
Home Improvement Agency	January 2019	June 2019
Responsive Repairs	February 2019	June 2019
Planned Maintenance	May 2019	September 2019
Voids	May 2019	September 2019
Compliance	February 2020	March 2020
BUSINESS		
Governance	November 2019	November 2019
Contract Management	January 2020	April 2020
Finance	May 2020	August 2020
Shared Services (CWC)	May 2020	August 2020
Business Support	May 2020	August 2020

The table below offers additional detail as to the rationale for how the programme has been developed and also a high-level view as to the potential outcomes that will be achieved. It is appreciated that the timing of each project could be subject to change as the programme is being delivered.

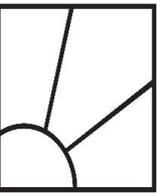
The table below explains the reasoning behind the indicative programme and the potential improvement opportunities that should be delivered. *NB: This is for illustrative purposes and is based on the delivery of similar transformational activity across other housing organisations and not WH.*

Review area	Reasoning	Anticipated findings	Anticipated conditions	Anticipated opportunity	Anticipated ROI/VFM
Responsive repairs	<ul style="list-style-type: none"> • High volume area of the business • High cost area of the business • Customer facing • High interest area for stakeholders 	<ul style="list-style-type: none"> • High levels of repeat repairs • High levels of first time fix failure • Long end to end times • Low levels of customer satisfaction • Significant linkages to Voids, Tenancy Management 	<ul style="list-style-type: none"> • Driven by process • Annual budgeting process • Limited stock availability • Driven by 'standard' parts • Legacy policy decisions 	<ul style="list-style-type: none"> • Reduction in overall costs • Improvement on end to end time • Improved satisfaction • Improved relations with stakeholders • Tighter contract management ethos • Improved supply chain 	<ul style="list-style-type: none"> • C25% of operational costs
Planned improvements	<ul style="list-style-type: none"> • High cost area • High visibility to stakeholders • Main driver to asset improvement 	<ul style="list-style-type: none"> • Delays in programmes causing complaints and dissatisfaction in responsive repairs • Programme makes good, rather than improves assets 	<ul style="list-style-type: none"> • Contracts • Procurement • Impression of economies of scale 	<ul style="list-style-type: none"> • Reduced end to end time • Improved contracts • Alignment to strategic asset management 	<ul style="list-style-type: none"> • C25% of operational costs
Customer Contact	<ul style="list-style-type: none"> • High volume area • Gateway into services 	<ul style="list-style-type: none"> • Likelihood of failure demand • Of this, circa 70/30 repairs/rents • Disabled contact agents • De-facto switchboard 	<ul style="list-style-type: none"> • Activity targets • Limited end to end quality measures • Misunderstood first time resolution 	<ul style="list-style-type: none"> • Improved customer satisfaction • Reduced demand • Reduced cost • Improved workflow • Gateway review to other services 	<ul style="list-style-type: none"> • C10% of operational costs

		<ul style="list-style-type: none"> • Mixed satisfaction • High end to end times 	<ul style="list-style-type: none"> • Hand over and switchboard approach • Functional/expert split – front line not empowered to respond 		
Allocations	<ul style="list-style-type: none"> • Highly visible service • Politically charged • Large waiting list • Operating at capacity (perceived) • Gateway to WH as a landlord • High spend – TA / B&B • High waste area • Intrinsically linked to voids and lettings review 	<ul style="list-style-type: none"> • De-facto assessment and checking activity – rather than housing support/advice • Highly unpredictable system • High end to end times • Legacy policy conditions driving ineffective lettings 	<ul style="list-style-type: none"> • The allocations policy • Annual budgeting • Low focus on setting up sustainable, successful tenancies 	<ul style="list-style-type: none"> • Reduced end to end time • Improved customer and stakeholder satisfaction • Focus on purpose (resolve housing need) rather than assessment • Lower end to end costs 	<ul style="list-style-type: none"> • C10-25% of operational costs
Complaints	<ul style="list-style-type: none"> • Low volume but high impact area • Public facing service 	<ul style="list-style-type: none"> • De-facto administration function • Ineffective root cause learning 	<ul style="list-style-type: none"> • Internal policies (such as repairs) • Process monitoring driven, not quality 	<ul style="list-style-type: none"> • Better customer experience • Lower end to end cost • Improved capacity 	<ul style="list-style-type: none"> • C10% of operational costs

	<ul style="list-style-type: none"> Stakeholder interest is high 	<ul style="list-style-type: none"> Position of customer experience Long end to end times High repeat complaint areas 		<ul style="list-style-type: none"> Improved learning cycle Improves complainant satisfaction Improved Member/Councillor satisfaction 	
Voids	<ul style="list-style-type: none"> Gateway service Rent loss (c£1mPA) Costs of works Variable standards Lowering standards 	<ul style="list-style-type: none"> Arbitrary categorisation Internal policy inhibits effective delivery Disjointed internal departments High repeat works High ongoing costs (responsive repairs) 	<ul style="list-style-type: none"> Lettable standard Legacy policy decisions Budgetary constraints CBL (allocations and lettings process) 	<ul style="list-style-type: none"> Reduced costs Improved quality Reduced rent loss Improved allocations harmony Reduced end to end time Improved customer satisfaction Reduction in complaints 	<ul style="list-style-type: none"> C25% of operational costs
ASB	<ul style="list-style-type: none"> High impact business area High cost service (relative to outcome) 	<ul style="list-style-type: none"> Opportunity to frontload effort to deal/respond to cause of ASB 	ASB policy	<ul style="list-style-type: none"> Reduction in complaints Improved resolutions Reduced costs 	<ul style="list-style-type: none"> C10% of operational costs
Tenancy Management	<ul style="list-style-type: none"> High volume area of the business 	<ul style="list-style-type: none"> High volume, low trend contacts Multiple hand-offs / referrals 	<ul style="list-style-type: none"> Range of associated policies 	<ul style="list-style-type: none"> Reduction in costs Increase in capacity 	<ul style="list-style-type: none"> C10-25% of operational costs

	<ul style="list-style-type: none"> • Gateway service to thriving tenancies 	<ul style="list-style-type: none"> • Workforce at capacity • Low measure of outcomes achieved 			
Income collection	<ul style="list-style-type: none"> • Fundamental function of the business • Gateway to sustainable tenancies (thrive not survive) • Costs associated with debt recovery / eviction / debt write off 	<ul style="list-style-type: none"> • Relatively net neutral cost / collection • Focus on target, not enablement 	<ul style="list-style-type: none"> • Internal policy 	<ul style="list-style-type: none"> • Improved collection / cost ratio • Reduced eviction rates due to arrears • Reduced associated costs 	<ul style="list-style-type: none"> • C10% service improvement
Finance	<ul style="list-style-type: none"> • Current reserve overspend 	<ul style="list-style-type: none"> • High potential for recuperation of costs through service reviews 	<ul style="list-style-type: none"> • Legacy decisions • Annual budgetary process 	<ul style="list-style-type: none"> • Recovery of overspend 	<ul style="list-style-type: none"> • C10% of operational costs
Contract management	<ul style="list-style-type: none"> • Multiple contracts in operation • Dissipated responsibility across the business 	<ul style="list-style-type: none"> • Varying contract management approach • Potential lack of accountability • Potential hidden costs • Limited procurement capacity given SLA arrangements 	<ul style="list-style-type: none"> • Procurement 	<ul style="list-style-type: none"> • Reduced long term costs • Greater flexibility for services 	<ul style="list-style-type: none"> • C10% of costs



WOLVERHAMPTON
HOMES

		<ul style="list-style-type: none">• Strategic view of procurement			
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Consultation Draft

Appendix 2: Operational delivery plan for 2019 / 2020

This action plan provides the key objectives that will be delivered this year. It does not include all our 'business as usual' activity. A suite of KPIs to monitor outcomes is being developed to support the delivery of this plan.

HOUSING

No.	Service area: Tenancy Management			
	Objective	Detail	Required outcomes	Responsible person
1.	Support improved company focus on customer service	Embed estate custodian vision	<ul style="list-style-type: none"> Improved speed of response and ownership of all enquiries to ensure customer satisfaction Improved customer relationships and customer confidence 	All Tenancy Officers
2.	Sustain tenancies	Identify and respond to tenants in need of support to look after themselves or their home	<ul style="list-style-type: none"> Company-wide approach to 'see it, report it' with every tenancy visited every 12 months by a WH officer or contractor Swift intervention to provide support and stop a tenancy from failing. Effective cross-team working between tenancy, ASB, income and housing support to recover tenancies at risk of failure 	Tenancy Officers / all staff
3.	Well managed and maintained estates	Robust approach to estate inspections and the resolution of issues	<ul style="list-style-type: none"> Improved local communication around estate issues, ownership and swift actions to resolve issues, publicise success stories Visible presence on estates Positive impact on company reputation 	Tenancy Officers

No. Service area: Customer Services - One Stop Shops & Homes Direct				
	Objective	Detail	Required outcomes	Responsible person
1.	Increase the use of the digital offer within the one stop shops	Support customers to make use of website & on-line channels	<ul style="list-style-type: none"> • Reduce footfall in OSS for basic enquiries than can be answered on line • Free up resources to focus on those customers requiring more intensive support and those who present as homeless • Enhanced online offer will enable more customers to develop their digital skills 	Customer Service Advisors
2.	Identify barriers to delivering excellent front-line services	Analyse reasons for customer repeat visits to the OSS Improve customer satisfaction	<ul style="list-style-type: none"> • Identify repeat visits to OSS and put measures in place to address repeat concerns leading to visits to OSS • Free up CSA resources to focus on tenants requiring more intensive support 	Customer Service Team Leader
3.	Delivery of Homelessness and Housing Options advice at the first point of contact	The first point of contact for customers presenting as homeless, seeking housing options advice, or requiring Temporary Accommodation will be supported via Customer Services at OSS or via Homes Direct	<ul style="list-style-type: none"> • Implement new customer service strategy • Ensure advice and support is consistent in all first point of contact customer service transactions • Support Housing Options in all first point of contacts, triage customers presenting as homeless, providing advice and managing appointment calendar 	Housing Manager & Homes Direct Manager
4.	Consistent advice & service at all front-line touch points	To enable the customer to receive the same level of	<ul style="list-style-type: none"> • Customers repairs reported at FPOC, seamless service 	Housing Manager &

		service no matter what the enquiry is relating to, when accessing services at either OSS or Homes Direct	<ul style="list-style-type: none"> • Training to be rolled out to OSS staff to report repairs on tenant's behalf • Reduction in contacts to Homes Direct and Repairs Team from OSS 	Homes Direct Manager
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No.	Service area: Anti-social Behaviour			
	Objective	Detail	Required outcomes	Responsible person
1.	Work with partner agencies to improve community safety and increase public reassurance in areas where there is gang-related crime and ASB	Utilise civil enforcement powers to support reduction in gang-related crime and ASB in neighbourhoods across the city	<ul style="list-style-type: none"> • Early intervention with young people at risk of becoming involved in gangs • Improve community safety in areas where there is gang-related crime and ASB 	ASB Manager
2.	Contribute to CWC priority/multi-agency approach in relation to tackling rough sleeping across the city	Secondment of ASB post into rough sleepers' multidisciplinary team	<ul style="list-style-type: none"> • Contribute to CWC's homelessness reduction strategy • Contribute to multi-agency enforcement action in relation to associated begging and ASB as required 	ASB Manager

No.	Service area: Income Management			
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	Objective	Detail	Required outcomes	Responsible person
1.	Deliver an efficient and effective service that maximises Income for CWC and WH	Maximisation of all income collection streams to rent, recharges, court costs, insurance, former tenant arrears	<ul style="list-style-type: none"> • Achievement of agreed targets for current rent income collection • Minimise evictions and promotion of sustainable tenancies 	Housing Manager Income
2.	Rent in advance	Payment of rent income in line with the tenancy agreement	<ul style="list-style-type: none"> • Promotion of rent in advance aligned with CWC tenancy agreement • Support debt reduction /prevention • All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy 	Housing Manager Income
3.	Ensure an appropriate range of payment facilities are available for customers	Promote wide range of services to allow access for customer payments	<ul style="list-style-type: none"> • Increase access and use of digital services for payment of income – On line, City Pay, Payment app, Direct Debit • Sage Pay facility available for Income team and office based front line officers • Use of kiosks in One Stop Shops to be reviewed 	Housing Manager Income
4.	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers	<ul style="list-style-type: none"> • Money Smart Team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation • Job Centre sessions for early contact with new UC claimants. • Mapping of potential customers moving to UC and raising of awareness 	Housing Manager Income

5.	Sustaining tenancies	Promotion of sustainable tenancies through early intervention and support	<ul style="list-style-type: none"> • Support behavioural change to promote tenant responsibility. • Wider integration within WH teams • Development of Money Smart offer to our customers. • Review of partner agencies – CAB, RMC, ACCI 	Housing Manager Income/People & Community Development Manager
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No.	Service area: Neighbourhood Services			
	Objective	Detail	Required outcomes	Responsible person
1.	Review and implement a strategy for the combined delivery of services within the CMC (Concierge Management Centre)	Incorporation of the Out of Hours call handling, Telecare, CCTV and Door Entry call handling into one generic role and rota	<ul style="list-style-type: none"> • All staff within the CMC will be able to carry out any of the functions of service delivery • One rota will replace the existing officer rotas and will provide a consistent approach to service delivery and value for money 	Neighbourhood Services Manager
2.	Achievement of the TSA (Telecare Services Association) Quality Standards Framework	Within the Telecare Services SLA with CWC WH has been asked to deliver a quality service in line with recognised industry and good practice standards, With the preparation for accreditation to a Quality Service Framework Standards by March 2020	<ul style="list-style-type: none"> • WH will achieve accreditation to the TSA Quality Standards Framework • The framework will cover all the aspects of service delivery from the initial enquiry through to installation, call handling and mobilisation of resources 	Neighbourhood Services Manager/Head of Operations

Service area: Home Sales and leasehold services				
No.	Objective	Detail	Required outcomes	Responsible person
1.	Increase the portfolio of properties available to support the meeting of housing need across the city	To grow the portfolio of properties including the management of the market rent WV Living properties and the CWC shared ownership units	<ul style="list-style-type: none"> To ensure that the PSL scheme breaks even a minimum of 130 properties in management (net) per annum 	Home Sales & Leases Manager
2.	Effective management of the shop's premises	Effective management of the properties and their re-lets	<ul style="list-style-type: none"> Void levels targets – 3% Collection rate target – 98% 	Home Sales & Leases Manager
3.	To collect leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders	<ul style="list-style-type: none"> Collection rate target – 97% 	Home Sales & Leases Manager
4.	To administer the Right to Buy	<p>To ensure compliance with RTB legislation</p> <p>To optimise the capital receipt for CWC</p>	<ul style="list-style-type: none"> To meet statutory time limits with regards to the serving of Notices and the processing of RTB applications 	Home Sales & Leases Manager

HOUSING OPTIONS

No.	Service area: Housing Options			
	Objective	Detail	Required outcomes	Responsible person
1.	Implement a fit for purpose directorate structure	Review and restructure of the housing options outreach & support Temporary Accommodation and lettings teams	<ul style="list-style-type: none"> • The creation of a more effective service that meets the needs of customers • To ensure we continue to effectively respond to the requirements of the Homeless Reduction Act and the need to provide a diverse portfolio of temporary accommodation • To let council properties in the most effective way and in accordance with the CWC allocations policy 	Assistant Director – Housing Options
2.	Develop a fit for purpose portfolio of Temporary Accommodation	Ensure an acquisition/disposal programme is in place that meets the needs of this client group and provides VFM	<ul style="list-style-type: none"> • Improved standard of CWC owned self-contained TA units • Acquire accommodation that meets the requirements of The Homelessness (Suitability of Accommodation) (England) order 2012 and the Council's minimum property standard for temporary accommodation • Complete the options appraisal for The Whitehouse 	Assistant Director – Housing Options

No. Service area: Homelessness Team				
	Objective	Detail	Required outcomes	Responsible person
1.	Increase levels of measurable homelessness prevention activity <i>(taken from homeless strategy and under discussion with CWC)</i>	Increase housing advice Provide training for services on Homelessness Prevention Increase preventative information	<ul style="list-style-type: none"> The creation of a service that can deliver preventative outcomes To be able to increase the number of preventions captured and input via Northgate for HCLIC submission To develop and refine some preventative tools available to us and research new measures To develop existing procedure and policies to ensure we remain HRA compliant 	Housing Options & Prevention Services Manager
2.	Ensure there are a range of protocols in place to prevent homelessness <i>(taken from homeless strategy and under discussion with CWC)</i>	Development of range of protocols and pathways with partner agencies to assist in the delivery of pre-crisis advice and assistance to gain alternative accommodation	<ul style="list-style-type: none"> To scope what pathways are in place and refresh them To seek out other agencies that may be able to enhance the work we do To strengthen the in-house services to ensure we are consistent with pre-crisis intervention 	Housing Options & Prevention Services Manager
3.	Increase the range of homelessness prevention provision <i>(taken from homeless strategy and under discussion with CWC)</i>	Develop a range of services to offer pre-crisis intervention provision	<ul style="list-style-type: none"> To ensure that we have the right level of resource amongst the housing options overall department to respond to the increased demands on services to enable us to increase the prevention activity 	Housing Options & Prevention Services Manager

4.	<p>Develop standards framework for the provision of temporary accommodation</p> <p><i>(taken from homeless strategy and under discussion with CWC)</i></p>	<p>Improve the standards of Temporary Accommodation in relation to quality, value and suitability</p>	<ul style="list-style-type: none"> • To ensure that we are using appropriate Temporary Accommodation balancing needs vs Value For Money • To work with CWC strategy and housing standards to ensure existing temp and any new procured temp is of the expected standard • To introduce charges for other forms of TA we use that are not managed by WH/CWC 	<p>Housing Options & Prevention Services Manager</p>
5.	<p>Work with developers housing providers and landlords into the development of affordable accommodation for people at risk of homelessness</p> <p><i>(taken from homeless strategy and under discussion with CWC)</i></p>	<p>Work with multiple partners to develop a variety of affordable housing options</p>	<ul style="list-style-type: none"> • To support CWC in this work 	<p>CWC in conjunction with Housing Options & Prevention Services Manager</p>
6.	<p>Review the service provision for young people – 16 / 17 years old</p>	<p>To have a new service model to replace the joint protocol officer</p>	<ul style="list-style-type: none"> • To adapt existing service to enable us to carry out this work and to ensure young people continue to receive an effective service • To ensure we are clear on the responsibility to pay for placements made under the Children’s Act as per Southwark legislation change 	<p>Housing Options & Prevention Services Manager/Housing Support Manager</p>
7.	<p>To make effective use of the ongoing Transitional funding</p>	<p>To maximise its use and to evidence the need for this</p>	<ul style="list-style-type: none"> • To continue to maximise opportunities to prevent and relieve homelessness with use of transitional funding when needed 	<p>Housing Options & Prevention Services</p>

		funding to continue beyond the agreed timeframes	<ul style="list-style-type: none"> To enhance the landlord incentive scheme to increase the range of options available to attract more landlords and letting agents To continue to fund rent in advance payments for homeless and LAC applicants via the funding Continued funding of the existing posts we have recruited to, to enable us to better respond to the HRA 	Manager/with PSL Co-ordinator
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No.	Service area: Housing Outreach & Support			
	Objective	Detail	Required outcomes	Responsible person
1.	Review Tenancy Sustainment Strategy and implement new structure for Housing Outreach & Support Services	Restructure to support the delivery of these cross tenure priorities: <ul style="list-style-type: none"> Domestic abuse Generic outreach Safeguarding/MASH Early intervention Specialist Support 	<ul style="list-style-type: none"> Increase in number of tenancies sustained across all sectors within the City Prevent homelessness and social exclusion whilst reducing impact on health and social care services Support CWC Adult & Children's Social Care in the MASH Ensure children and young people who are in care are supported into general needs accommodation 	Housing Support Manager
2.	Increase 'prevention' and 'move on' activity which supports Housing Options and Lettings	Provision of an Early Intervention service/re-Tenancy element which focusses on the early	<ul style="list-style-type: none"> Ensures applicants are tenancy ready and engaged in a support plan which achieves stability and improved longer term outcomes for households 	Housing Support Manager

		identification of customer's needs whilst working with partner agencies to assist in the delivery of support	<ul style="list-style-type: none"> • Develop an intensive service to meet the needs of entrenched rough sleeping • Reduce reactive spend in terms of tenancies that are in crisis or in the process of failing • Reduce the number of properties where keys are surrendered, or properties abandoned 	
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No.	Service area: Lettings Team			
	Objective	Detail	Required outcomes	Responsible person
1.	Assist CWC with review and implementation of the Housing Allocations Policy	Provide advice, guidance and support to CWC to assist them to review the allocations policy Assist to effectively communicate the changes to all stake holders	<ul style="list-style-type: none"> • A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants • An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies 	Principal Lettings Officer
2.	Review of Homes in the City online application	Review content of the application and ensure that Northgate calculates priority correctly in line with the Allocations Policy	<ul style="list-style-type: none"> • An effective and efficient application process for customers that provides quality outcomes 	Principal Lettings Officer

PROPERTY

No.	Service area: Contracts and Compliance			
	Objective	Detail	Required outcomes	Responsible person
1.	<p>Ensure that WH complies with all relevant Health & Safety compliance requirements</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced</p> <p>To ensure that all WH legal duties of care are discharged</p>	<p>Gas Safety</p> <p>Electrical Safety</p> <p>Fire Safety Management</p> <p>Legionella Management</p> <p>Passenger lifts</p> <p>Management of Asbestos</p>	<ul style="list-style-type: none"> • It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities • WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc. for specific specialist compliance work activities • WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons • Ensure that the suite of robust KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders 	Head of Construction
2.	TMO retained responsibility	Delivery of retained works above £1000.00	<ul style="list-style-type: none"> • Compliances with Wolverhampton Homes responsibility to Management Agreement with TMOs 	Head of Construction

3.	Delivery of the housing Capital Programme (post construction phases) including programmed and preventative maintenance work	<p>Delivery of a range of large discrete estate regeneration and refurbishment projects and remodelling work</p> <p>This includes: programmed painting; major structural; unadopted paved areas etc</p>	<ul style="list-style-type: none"> • Key delivery outcomes are reported to CWC/WH asset management group meetings and associated Capital Programme finance meetings 	Head of Construction
4.	To contribute to the CWC's new housing building programme	<p>Continue to enhance the supply of housing through the innovative use of infill sites new build programme</p> <p>Complete new build sites and bring new housing into the social housing portfolio</p>	<ul style="list-style-type: none"> • To deliver an additional X units across this year • To deliver on average 30 new build unites per annum • Support CWC in the delivery of its strategic housing plans • To reduce Anti-Social Behaviour; fly tipping and enhance the estate street scene 	Head of Construction

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No.	Service area: Operations (Building Solutions; Response Repairs; Home Improvement services)			
	Objective	Detail	Required outcomes	Responsible person
1.	Review the current Asbestos Service and develop a business case for change	Review the existing VFM of service and likely future commercial opportunities to support a decision about future service priorities	<ul style="list-style-type: none"> • Understand the scale and scope for successfully winning and delivering works external to WH/CWC • Understand the long term requirements for asbestos services internal to WH/CWC • Consider the viability of the above and the inputs and resources to deliver • Consider the future pathway for the renewal of the Asbestos Removal Licence 	Maintenance Manager
2.	Review & Implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home	Develop a new operating model that supports the customer journey; optimises the successful take up of grant; loans and the effective delivery of services that support independent living	<ul style="list-style-type: none"> • Effective programme of property improvements into cross tenure properties • The effective support for customers to access services successfully • The maximising of grant take-up and the optimisation of spend across all key workstreams i.e. disabled facilities grants; affordable warmth and housing assistance programmes. (Including small scale handyman and social inclusion repairs; telecare services) 	Head of Operations
3.	Planned improvement & Heating Installation works	Currently the programme includes Boiler and heating replacement and roofline works	<ul style="list-style-type: none"> • Review the existing and forecast demand for services and agree and then deliver the future programme 	Maintenance Manager

4.	DRS implementation and review/consult on following planned phases	Implement new DRS scheduling system and agree next phases	<ul style="list-style-type: none"> • Improve the delivery of right first time repairs • Increase customer satisfaction • Increase productivity amongst the workforce • Improve performance data • Improved analytical data to reshape services 	Head of Operations
5.	Procuring "Call Down" contractor service	Procure new contract to support in-house DLO	<ul style="list-style-type: none"> • Maintaining consistent top quartile performance • Support for in-house DLO activities • To accommodate the peaks and troughs in the delivery of frontline services 	Head of Operations
6.	Procure new fleet	Finalise procurement arrangements and introduce new fleet across the business	<ul style="list-style-type: none"> • Maintain the corporate image and reputation of the company • Improve working conditions for trades colleagues • Increase productivity 	Repairs Manager
7.	Delivery of 24hr repairs service	Review current out of hours processes to make it more digital and streamlined	<ul style="list-style-type: none"> • Improve the overall service delivery • Reduce manual involvement in the current processes • Increase performance and analytical data 	Repairs Manager

No.	Service area: Stock Investment			
	Objective	Detail	Required outcomes	Responsible person
1.	To get capital projects designed and ready for construction in accordance with agreed dates (as per the Asset Management Plan)	To support CWC in the development and delivery of its capital programme	<ul style="list-style-type: none"> • Lead responsibility for the development and delivery for the asset management plan and the collation of suitable stock condition information • To procure a range of call-off arrangements via the Council's procurement team (using the Crown Commercial Services framework) to support design as required 	Head of Stock Investment
2.	Increase quantity and quality of stock data	Repopulate the asset management database Improve the efficacy of our asbestos management system	<ul style="list-style-type: none"> • To have robust information to support the ongoing development of the asset management strategy and to support effective investment 'planning 	Head of Stock Investment
3.	Improve the fire safety of purpose-built blocks of flats	Develop strategies to improve fire safety of the various blocks of flats & respond to the changing focus post Grenfell	<ul style="list-style-type: none"> • Strategies and funding need to be agreed, then implemented for the enhancement of compartmentation, replacement of component parts as required and the introduction of sprinkler systems 	Head of Stock Investment

Business Support

No.	Service area: Business Improvement			
	Objective	Detail	Required outcomes	Responsible person
1.	Ensure Northgate Housing system is effective	Undertake a robust plan for upgrade and system development to support more efficient working arrangements	<ul style="list-style-type: none"> Implement new version of the housing systems and maintain current product Ensure appropriate training is available to staff Ensure new system developments are introduced 	Development Team Manager
2.	System Dashboards are introduced as part of our performance framework	Implement all system changes to improve our approach to performance management	<ul style="list-style-type: none"> To improve the availability and use of performance data to inform service delivery 	Performance Manager
3.	Improve our Information at Work business tool to support the modernisation of our workforce	Upgrade of Information at Work to implement improved retention schedules and support GDPR compliance and a case management approach	<ul style="list-style-type: none"> This will enable compliance to the 2018 Data Protection Act Will improve the management of collections of documents that can be treated as a case file, for example HR records, Court papers, Tenancy records, Application packs 	Head of Business Improvement
4.	Lead on the delivery of the Transformation Programme	Introduce Lean Systems Thinking across the company via a programme of structured reviews	<ul style="list-style-type: none"> Improve services by identifying and removing areas of waste and inefficiency through a systematic and consistent LST projects Identify and quantify all improvement opportunities – cashable and non-cashable 	Transformation Manager

No. Service area: Human Resources				
	Objective	Detail	Required outcomes	Responsible person
1.	Recruit and retain talented staff that are paid fairly and where employment practices are open and transparent	Deliver and implement the People Deal	<ul style="list-style-type: none"> • Job evaluation and pay modelling agreed with trade unions • Implementation of new pay structures 	Head of People Services
2.	Develop Employee Engagement across Wolverhampton Homes	Support staff groups such as 'Our Voice', P2BM and Equality Champions to develop employee engagement ideas	<ul style="list-style-type: none"> • Using the information from staff groups to develop a new employee engagement strategy • Implement actions from employee surveys to improve employee engagement 	Head of People Services
3.	Workforce modernisation and mobile working	Develop the WH mobile working policy to enable staff to work more efficiently at locations across the City and support the launch of the Community hubs	<ul style="list-style-type: none"> • Ensure that staff are supported to work in a more flexible way across the new Community Hubs 	Head of People Services
4.	Continue to embed the Inclusive Futures Campaign	Increase the profiles of women and BAME staff in senior posts	<ul style="list-style-type: none"> • Review 2018/9 progress and outcomes and introduce additional measures to improve the recruitment journey 	HR Manager

5.	Introduce an online recruitment, selection and induction solution	Successfully commission and introduce a streamlined and efficient solution that support the applicants experience and improves the service to recruiting managers	<ul style="list-style-type: none"> • Have in place an on-line recruitment software package • Improve the applicant experience and support the attraction of a wider cohort of applicants • Introduce a more efficient and effective service for recruiting managers 	Head of People Services
6.	Positively manage attendance at work	<p>Ensure the provision of health and wellbeing programmes to encourage employees to look after their health</p> <p>Ensure that MOA approaches are being effectively delivered</p>	<ul style="list-style-type: none"> • Ensure that good practice is used across the business and that managers are effectively using existing procedures • Encourage staff to take up the programmes of support on offer • Continue to work with H&S Champions to deliver new campaigns and initiatives 	HR Manager

No.	Service Area: People and Community			
	Objective	Detail	Required outcomes	Responsible person
1.	Support tenants and their family members to gain training and employment	Ensure residents have the best chance of sustaining their tenancies by gaining employment	<ul style="list-style-type: none"> • Minimum of 100 tenants into work per year • Engage and work with new Impact project targets ensuring young people improve their attainment levels and enter work • Work in local Schools to raise aspirations through the enterprise advisor scheme • Align supply chain to support local students 	People and Community Manager

			<ul style="list-style-type: none"> • Through Click Start we would upskill tenants' digital skills • Give continued support to a cohort of looked after children referred by the CWC • Support local students at Wolverhampton University and Wolverhampton college to gain experience at Wolverhampton Homes 	
2.	Ensure Wolverhampton Homes have a skilled and knowledgeable workforce appropriate to their roles/future roles	Through training and development programmes and professional bodies, ensure WH is a skilled organisation	<ul style="list-style-type: none"> • Leadership programme for SLT implemented and delivered • Improved affiliation with professional bodies to drive professional standards at WH • Enhance the approach to E-learning to support the mobile environment 	People Development Manager
3.	Succession planning is delivered to complement an ageing workforce in key service areas	<p>Through apprenticeship and graduate programmes rebalance the workforce in key areas</p> <p>Thorough talent management schemes ensure WH attracts and retains key talent</p>	<ul style="list-style-type: none"> • Continue to deliver construction apprenticeship scheme through to 19/20 when the majority of apprentices qualify. Implement strategy to embed quality apprentices into workforce • Launch of new office apprenticeship scheme • Further investment into graduate schemes to attract key talent (CIH Futures etc) 	People and Community Manager
4.	Implementation of Tenant Deal & CSR scheme	<p>To embed tenant deal into culture of WH</p> <p>Implement new Community Chest scheme which is tenant led to make impact in various communities</p>	<ul style="list-style-type: none"> • Tenant deal consulted agreed by both parties, marketed and embedded into WH delivery • Create and roll out the community chest for CSR programmes within WH 	Community Development Manager

5.	Improvement of Tenant Engagement	Grow a thriving Community Development function that embeds TE across all activity in WH	<ul style="list-style-type: none"> • Implement the Community Strategy 2019 - 2023 • Increase the levels of tenant involvement throughout WH activities • Completion of TPAS pilot project to analyse involvement techniques • Creation of engagement events that are tenant led including a revamp of current get togethers 	Community Development Manager
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No.	Service area: Business Services			
	Objective	Detail	Required outcomes	Responsible person
1.	Introduce a redesigned intranet	Implement an improved intranet that better supports the needs of WH staff and the Company	<ul style="list-style-type: none"> • Holds relevant information for use across the business • Supports mobile working - agile approach and to help ensure the organisation have access to relevant and up to date information • Re-branding of standard documents to provide a consistent approach across the business 	Marketing & Customer Insight Manager
2.	Re-purpose and re-design our Website to support the customer journey	Review the design and content of the website as well as profiling of customers and their usage to meet the aspirations of the organisation and its customers	<ul style="list-style-type: none"> • To rebuild our website, driven from a marketing and engagement perspective • Promote the use of current self-service on-line services - moving more customers to receiving services and communicating with us on-line • Working with colleagues to harness customer engagement and to move to digitalisation of services 	Head of Business Services

3.	Improve the range and quality of Customer Feedback and Engagement opportunities to support service improvement and the customer experience	Improve existing channels and working across the business, introduce new and more effective ways to capture and respond to the customer voice	<ul style="list-style-type: none"> • Ensuring the themes from customer feedback are recognised and reviewed to bring forward improvements to the customer journey • Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the Company • Working with colleagues to quality assure learning from complaints and to monitor subsequent service improvement implementation • Providing robust and timely responses to all complaints • Develop a vexatious complainant policy • Introduce an annual plan of multi-channel communication activity 	Marketing and Customer Insight Manager
4.	Ensure that all value is released through our procurement any payments programme	Work across the business to identify and realise new procurement opportunities Ensure efficient payments approaches are in place	<ul style="list-style-type: none"> • Maintain and review a comprehensive Contracts Register for WH • Ensure that all commercial value is being delivered through our procurement processes • Ensure that payments are processed effectively across the Business 	Head of Business Services
5.	Ensure effective Governance arrangements are in place	That there are effective recruitment and development arrangements in place for the Board	<ul style="list-style-type: none"> • Provide robust governance management in the delivery of the Company Articles of Association • Supporting the rotation and recruitment of Board members 	Head of Business Services

		That tenant and customer scrutiny arrangements are in place that are aligned to the governance structures	<ul style="list-style-type: none"> • Co-ordination and delivery of the Skills and Development programme of Board members • Facilitation of Board, Committee and AGM meetings • Review and develop scrutiny arrangements 	
6.	Support the introduction of Community Hubs and the modernisation of the workforce	Enable the relocation of staffing teams across the City and ensure the support systems for the new hubs are in place	<ul style="list-style-type: none"> • Support the wider business in its re-location of staff and services to its locations across the City in a centralised and co-ordinated approach • Provide communication information to promote the platforms for engagement with staff throughout the process 	Head of Business Services
7.	To ensure that WH has robust Business Continuity Planning arrangements in place	That the BCP and the WH emergency response is understood and remains fit for purpose	<ul style="list-style-type: none"> • Annual review of the BCP Strategic Plan • Monitoring and review of the BCP Emergency Centre • Maintaining an effective relationship with CWC Emergency Planning Team • Provision of a central co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information • Review of Duty arrangements across the Company 	Head of Business Services

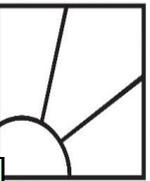
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Appendix 3: Draft performance suite for 2019 / 20



Business Sector	Department	Code	Performance Indicator
Housing Options	Housing Options	TBC	Number of All Presentations " Advice Cases"
		TBC	Number of households helped to prevent homelessness a) Prevention
		TBC	Number of households helped to prevent homelessness b) Relief
		HL4	Number of households accepted as homeless
		TBC	% of Homeless Services clients satisfied with the service they received
	Temporary Accommodation	TA1	Average length of time, in nights, for Temporary Accommodation (including B&B) (18 HCLIC)
	Housing Outreach & Support	TBC	Customer Satisfaction with the Support Provided
	Lettings	TBC	Average re-let time
		TBC	Satisfaction with the lettings and allocations process
Housing	ASB	AB1	% satisfied with the way their Anti-Social Behaviour complaint was dealt with
	One Stop Shops	TBC	% of service requests resolved first time
	Tenancy Management	EM1	% of estate inspections achieving Good or Excellent rating
	Home Sales & Leases	HO3a	% of Service Charges include Ground Rent collected from Leaseholders
	Income Management	RM1a	% of rent collected (City Wide)
		RM4	% rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)
		RM10	% of monies charged this financial year to active rechargeable repairs accounts that have been recovered
	Homes Direct	CC1	Homes Direct - % of Customers calls answered within 80 seconds
		CC1a	Homes Direct - % of Customers calls answered
		CC1b	Homes Direct - % of calls abandoned

	Neighbourhood Services	ES7,11&12	% of fire safety inspections completed
		NS1	% of Telecare calls answered within 60 Seconds
		TBC	% of Out of hours calls answered in 80 seconds
Business Improvement	Development	DF6	Number of repairs requested online as a % of all repairs
		TBC	% of work completed to programme
	Transformation	TBC	% of work completed to programme
Business Services	Business Assurance	TBC	% of Data Protection Breaches
	Marketing & Customer Feedback	CC2	% of complaints responded to within timescales
People Services	HR	BP1	Average number of working days lost through sickness
	People & Community	LP1	Number of people supported into work
Business Sector	Department	Code	Performance Indicator
Construction	Contracts and Compliance	HS2	Management of Fire Risk Assessments in Communal Areas of Flats and Registered Non-Domestic Premises % of inspections carried out within timescales
		HS17	% of valid Landlord Gas Safety Records for tenanted properties
Housing Assistance	Affordable Warmth	TBC	Satisfaction with service provided
	Independent Living	TBC	End to end delivery time taken for adaptations
		TBC	Satisfaction with Adaptations
	Housing assistance	TBC	Number type and value of grants delivered for all works
TBC		End to end delivery time taken for housing assistance works	
Building Solutions	Voids	VA1a Standard	Average time taken to re-let minor works voids
		VA1b Major	Average re-let time major works
		VA3	% rent lost through empty property
	Commercial	TBC	Value for Money of Fleet Vehicles



	Repairs	TBC	Value for Money of Materials
		RP1	% or responsive repairs during period for which an appointment was made/kept
		RP9	% of planned repairs completed within timescales
		RP12	% total response repairs completed within target
		S21	Satisfaction with response repairs
	Building Solutions	TBC	% of works completed to programme
		TBC	Value of profit from works undertaken
Telecare (Installation)	TBC	End to end delivery/installation time for Telecare installations	
Stock Investment	Capital Programme	SI01	% Progress (by Value) with delivery of Capital Projects

Consultation

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Board Report

	Agenda Item 8
	1 March 2019 Revenue Budget 2019/20
	Open Report
Status:	For decision
Author and job title:	Jan Lycett, Director of Business Support
Contact No:	01902 553512
Recommendations:	Board members are asked to approve: <ul style="list-style-type: none"> • The Draft Revenue Budget for the financial year 2019 - 2020
Key risks and contentious issues:	<p>Effective financial management is a critical part of our business assurance framework.</p> <p>This draft budget has made some assumptions about achievable efficiencies and it is anticipated that to balance the budget during 2019 / 20 will require a contribution of £1.8 million from reserves.</p> <p>The Board will receive regular further updates on the position of this revenue budget during the next financial year together with updates to the Medium-Term Financial Strategy. Regular reports will also be made to the Resources Committee.</p>

Management Summary

1.0 Purpose

- 1.1 An annual budget is presented for approval by the Board before the 31 March each year in accordance with financial regulations. The budget is prepared in the context of the Medium-Term Financial Strategy, which is reviewed and updated at least annually. This strategy and revenue budget reflect the four-year Business Plan that is to be agreed by the Board (at this same meeting) and with the City Council. It is also set within the context of the Council's 30-year Housing Revenue Account (HRA) Business Plan.

2.0 Income Forecast for 2019-2020

- 2.1 The annual Management fee from the Council provides around 87 percent of Wolverhampton Homes' income. The base management allowance is planned to be frozen up to and including 2019 - 2020 in line with the final year of the 1% rent decrease that the council will implement. This will enable the Council to optimise investment of resources in the housing stock, estate regeneration and new build programmes. The base management fee totals £37.731 million with an additional sum of £1.6 million for the delivery of Homelessness and Housing Options and Temporary Accommodation.
- 2.2 As well as an allowance for core HRA services the company also receives income for the provision of general fund services; Anti-Social Behaviour, Independent Living, Telecare, Housing Assistance and Affordable Warmth.
- 2.3 The company earns income from delivering capital schemes for the Council's Capital Programme and also from third parties for Asbestos removal services. The cost of staff working on Capital Projects is also recharged to the Capital Programme and is a source of income. The budgeted income in this report reflects planned work programmes for 2019 - 2020 and estimated demand for services in the next 12 months, including £200,000 for commercial opportunities for the Home Improvement Agency. Where possible budget reductions are reflected in corresponding reductions in expenditure budgets.
- 2.4 Additional miscellaneous income streams include fees and charges, grant income and Private Sector Leasing rental income.

2.5 The Table 1 below sets out the forecast income for 2019 - 2020.

Table 1 – Income Forecast 2019 – 2020

Funding Source	2018 - 2019 £000s
Base Management Fee from Wolverhampton City Council	37,731
Addition for Homelessness Services	1,556
General Fund Services	1,827
Trading Income	7,033
Miscellaneous Income	200
Total income for the year	48,347

3.0 Expenditure Forecast 2019 - 2020

3.1 Employee costs make up just over half of Wolverhampton Homes' expenditure. As well as direct pay costs the budget includes occupational health, recruitment and training expenses and the apprenticeship levy. The budget provides for a cost of living pay increase of 2% and the cost of paying contractual increments. At this stage no additional costs have been included for the implementation of the People Deal.

3.2 Where required some vacant posts are to be deleted from the current establishment due to transformational efficiencies. This results in some £175,000 of salary costs being deleted from the budget.

3.3 Table 2 below shows how the 2019 - 2020 budget for employees has been built up;

Table 2 – Employee Costs

Employee Costs	2018 - 2019 £000s
2018 - 2019 Base Employee Costs	26,742
Incremental Grade Increases	293
2% Pay Award	509
Grant Funded Posts	200
Net efficiencies from deleting vacant posts	-120
2019 - 2020 Total Pay Budgets	27,624

3.4 In relation to non-pay budgets, managers are expected to fund contract uplifts by identifying efficiencies in existing budgets and we have not built a general provision for inflation into the base budget. However, we do need to increase the budgets for the shared services with the council by £88,000. This is because the council need to reflect pay awards, increments, pension increases and overheads in the recharges. It is intended that the performance of these services delivered via CWC will be included into the in-house performance meetings and be reported to our Audit and Service Delivery Committee.

- 3.5 A further budget pressure is increased costs for fleet vehicles. Wolverhampton Homes will be replacing 120 vehicles. In 2018 - 19 an addition of £235,000 per year was added to the budget to reflect expected increased costs. A delay to the procurement of these vehicles is likely to further increase costs, so an additional £170,000 is being built into the budget for 2019 - 2020. These costs include racking and new livery. At the time of drafting this report an order was to be placed for the new vans and the finance forecasts were being completed.
- 3.6 As Board is aware we are embarking upon a Transformation Programme that incorporates several workstreams including the Lean Reviews; modernisation of the workforce and a move to Community hubs. We have set ambitious efficiency targets against our budgets, which includes cashable savings for Lean of £500,000. It is intended that the Director of Business Support will develop a register of efficiencies that will be included in our future Value For Money (VFM) and efficiency statement. This again will be reported to Board and the Resources Committee. It is also intended that updates from the Transformation Programme will be made to future Board Strategy events.
- 3.7 Table 3 below sets out the forecast budget position for 2019 - 2020

Table 3 – Summary Budget Position

Budget for 2019 - 2020		£000s
Expenditure		
Pay		27,624
Non-Pay		22,523
Total expenditure		50,147
Total Income		48,347
Contribution from reserves		1,800

- 3.8 A contribution of £1.8 million from reserves is required to balance the budget in 2019 - 2020. The updated Medium-Term Financial Strategy is illustrated in Table 4 below. The 2018 - 2019 forecast position is as reported to the Resources Committee on 30 January 2019.

Table 4 – Medium-Term Financial Strategy Summary

	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023
	£000	£000	£000	£000	£000
Expenditure	48,472	50,147	50,347	50,108	50,108
Income	47,883	48,347	49,209	50,108	50,108
Reserves Contribution	589	1,800	1,138	0	0
Reserves					
Opening	10,695	10,106	8,306	7,168	7,168
Contribution to revenue	589	1,800	1,138	0	0
Closing	10,106	8,306	7,168	7,168	7,168

3.9 Table 4 demonstrates that income and expenditure will be brought in line, so that the reserves contribution will be zero by 2021 - 2022, leaving sufficient reserves funding for one off investment to support the Transformation Programme and invest to save opportunities.

3.10 It should be noted that there are a range of assumptions that have been made as part of this budget setting process. In summary these include but are not limited to:

- That the outturn for 2018 / 19 will continue as forecast – even though we still could have unfavourable winter weather that can result in increased repair costs.
- We are not building in any additional one-off ICT investment to support our mobile working approach as we are currently assessing these requirements and are awaiting the outcome of a planned upgrade to Northgate and the introduction of a refreshed DRS and Asbestos information management system.
- We are awaiting more detailed costs of the current office modernisation programme in order to review the programme for our wider office estate.
- Any other statutory changes because of the green and then white paper on Social Housing or following the Grenfell inquiry. The publication dates for both of these important papers are still unclear.
- We have yet to negotiate our future management fee and this will impact on our Medium-Term Financial planning process.

4.0 Financial and value for money implications

4.1 The report sets out a budget for 2019 - 2020 that is based on maintaining current levels of service to achieve a balanced and sustainable budget position in the Medium-Term through cashable efficiencies linked to the Transformation Programme.

4.2 It must be noted that we have much to do to achieve and maintain a balanced operating budget in the long term.

5.0 Legal implications

5.1 There are no legal implications of the contents of this report.

6.0 Human resources implications

6.1 There are no proposals within this report with Human Resource implications.

7.0 Health and safety implications

7.1 There are no proposals within this report with Health and safety implications.

8.0 Equalities implications

8.1 Has an equality impact assessment been carried out? **NO**

9.0 Impact on the environment and community

9.1 The report does not contain any proposals that affect the environment or the community.

10.0 Long term consequences for the company

10.1 Tight control of budgets and getting the best use of our cash reserves is essential to ensure we have sufficient resources in the long term.

11.0 Impact on business relationships with suppliers, customers and others

11.1 Careful financial planning is required to ensure we can continue to provide the same level of service for customers and support local suppliers.

12.0 Impact on the Wolverhampton Homes' Management System

12.1 Will any new policy or policy updates have an impact on the management system? **NO**