



# Wolverhampton Homes

## Open Board Meeting

31 January 2020

**Time** 9.30 am      **Public Meeting?** YES      **Type of meeting** Wolverhampton Homes  
**Venue** WV Active, Aldersley Road, Wolverhampton, WV6 9NW

### Membership

Parveen Brigue  
Victor Browne  
Hajrija Dergic  
Derek Allen  
Angela Davies  
Steve Finegan  
Joy McLaren  
Linda Middleton  
Councillor Lynne Moran  
Councillor Rita Potter  
Councillor Zee Russell  
Councillor Paul Singh

### Information

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

**Contact** Maya Dhanda  
**Tel/Email** 01902 552956 [maya.dhanda@wolverhamptonhomes.org.uk](mailto:maya.dhanda@wolverhamptonhomes.org.uk)  
**Address** Wolverhampton Homes, 29 Market Street,  
Wolverhampton WV1 3AG

Copies of other agendas and reports are available from:

**Website** <https://wolverhamptonintranet.moderngov.co.uk>  
**Email** [maya.dhanda@wolverhamptonhomes.org.uk](mailto:maya.dhanda@wolverhamptonhomes.org.uk)  
**Tel** 01902 552956

# Agenda

- | <i>Item No.</i> | <i>Title</i>  |
|-----------------|---|
| 1               | <b>Apologies</b>  |
| 2               | <b>Declarations of interest</b>                                     |
| 3               | <b>Minutes of previous meeting - 20 December 2019 (Pages 3 - 6)</b> |
| 4               | <b>Matters arising</b>  |

## **FOR DECISION**

- |   |  |
|---|--|
| 5 | <b>Developing our Board - Julie Haydon, Head of People Services (Pages 7 - 42)</b>                         |
| 6 | <b>Business Planning - Annual Delivery Plan 2020 - 2021 - Shaun Aldis, Chief Executive (Pages 43 - 64)</b> |

## **FOR INFORMATION**

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|---|---|
| 7 | <b>Community Development Report - Julie Haydon, Head of People Services (Pages 65 - 68)</b> |
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# M INUTES



**Meeting:** OPEN BOARD MEETING  
**Date:** FRIDAY 20 DECEMBER 2019  
**Venue:** NOVOTEL HOTEL, UNION STREET, WOLVERHAMPTON, WV1 3JN  
**Time:** 9:30 AM

## **Members in attendance:** -

Angela Davies	-	Chair of the Board
Steve Finegan	-	Vice Chair of the Board
Victor Browne	-	Board Member
Parveen Brigue	-	Board Member
Joy McLaren	-	Board Member
Derek Allen	-	Board Member
Councillor Paul Singh	-	Board Member
Councillor Lynne Moran	-	Board Member
Councillor Rita Potter	-	Board Member
Councillor Zareena Russell	-	Board Member

## **Staff in attendance:** -

Shaun Aldis	-	Chief Executive
Kevin Manning	-	Assistant Director - Property
Darren Baggs	-	Assistant Director - Housing
Angela Barnes	-	Assistant Director - Housing Options
Nicky Devey	-	Head of Business Services
Julie Haydon	-	Head of People Services
Catherine Stewardson	-	Business Assurance Manager
Jessica Whitehouse	-	Business Assurance Officer

## **Observers in attendance:** -

Linda Eyton	-	Client Relationship Manager – Housing Management Agents, City of Wolverhampton Council
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1.0	<p><b>Apologies</b></p> <ul style="list-style-type: none"> <li>- Jan Lycett, Director of Business Support</li> <li>- Hajrija Dergic, Independent Board Member</li> <li>- Linda Middleton, Tenant Board Member</li> </ul>	
2.0	<p><b>Declarations of Interest</b></p> <p>Tenant related issues – Angela Davies, Victor Browne, Joy McLaren.</p> <p>Noted with interest, allowed to remain and join in the debate.</p>	
3.0	<p><b>Minutes of the previous Annual General Meeting – 27 September 2019</b></p> <p>Minutes of the previous meeting were agreed as a true record.</p>	
4.0	<p><b>Matters arising of the previous Annual General Meeting – 27 September 2019</b></p> <p>There were no matters arising.</p>	
5.0	<p><b>Minutes of the Previous Open Board Meeting – 27 September 2019</b></p> <p>Minutes of the previous meeting were agreed as a true record.</p>	
6.0	<p><b>Matters arising of the Previous Open Board Meeting – 27 September 2019</b></p> <p>There were no matters arising.</p>	
<b>For Decision</b>		
7.0	<p><b>Board and Committee Schedule of Dates – 2020 - Nicky Devey, Head of Business Services</b></p> <p>The proposed dates for WH Board and Committee Dates for 2020 were detailed noting that from May 2020 there may be a requirement to reschedule dates following any changes to the City of Wolverhampton Council Municipal Calendar and elected member commitments.</p> <p>Feedback from Board to be considered in regard to revision of planned dates.</p> <p><b>Action – Dates to be scheduled into Board Member diaries.</b></p> <p><b>Resolved: Board agreed the Board and Committee Schedule of Dates for 2020.</b></p>	<b>MD</b>

For Information		
8.0	<p><b>Rents and Service Charges – Darren Baggs, Assistant Director – Housing</b></p> <p>The proposed rent and service charge increase was detailed, and it was confirmed that for tenants in receipt of Housing Benefit the increase would be covered.</p> <p><b>Councillor Zareena Russell arrived to the meeting.</b></p> <p>Discussion in regard to the increasing demands on the City of Wolverhampton Council and Wolverhampton Homes including:</p> <ul style="list-style-type: none"> <li>- The cease of the former sheltered schemes provision resulted in the facilities such as kitchens and laundries remained in these blocks of flats. A facility charge was implemented to account for this, however, an inequality remains due to different blocks being charged at different amounts</li> <li>- Climate Change and Sustainability work – Future Generations Strategy commitment to make the Council carbon neutral by 2028</li> <li>- Stock investment across the property portfolio</li> </ul> <p>Board commented that 2.7% is an acceptable rise, which was anticipated. However, point 6.2 in the report raises some concerns in reference to those tenants who are receiving benefits being protected.</p> <p>Additionally, the Income Management Strategy ensures that if anyone is experiencing difficulties with money, support is available from the Money Smart Team.</p> <p><b>Action: Promotion of the available support from the Money Smart Team to be undertaken during the period up to and following the rent increase.</b></p> <p>Board Members have no objection to the proposed rent increase.</p> <p><b>Action: Wolverhampton Homes Board support of the rent and service charge rise to be formally notified to the City of Wolverhampton Council.</b></p> <p><b>Resolved: Board Members noted the contents of the report.</b></p>	<p>DB</p> <p>DB</p>
9.0	<p><b>Chief Executive Report – Shaun Aldis, Chief Executive</b></p> <p><u>Allocations Policy:</u> A briefing update will be made available to Board Members on the Allocations Policy.</p>	

	<p><b>Action: Request for Housing Strategy Team to provide an update briefing for the Allocations Policy to Wolverhampton Homes Board in April 2020.</b></p> <p><u>Service Delivery</u>  Board Members commented that tenants are happy with the regeneration work being done in Heath Town. During the recent Heath Town Get Together, Board Members were impressed as to how the Chief Executive handled some of the issues that were being raised by customers.</p> <p>Board Members wish it to be noted, the positive work that the Senior Management Team and Senior Leaders are doing in the delivery of services, and in keeping the momentum with the pace of change. Board feedback that they feel the Senior Management Team and Senior Leaders care about the customers and staff.</p> <p><b>Resolved: Board members noted the contents of the report.</b></p>	<p><b>ND</b></p>
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# Board Report

	<b>Agenda Item 5</b>
	<b>31 January 2020</b> <b>Developing our Board</b>
	<b>Open Report</b>
<b>Status:</b>	For Decision
<b>Author and job title:</b>	Julie Haydon, Head of People Services
<b>Contact No:</b>	07970 948305
<b>Recommendations:</b>	<b>Board Members are asked to:</b> <ol style="list-style-type: none"> <li><b>1. Agree the framework for individual improvement plans</b></li> <li><b>2. Agree the format of the draft Board Competency Framework; the draft Board Skills Self-Assessment and the draft Board Training Development Plan</b></li> </ol>
<b>Key risks and contentious issues:</b>	<p>It is imperative 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, competent and energised Board members.</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 To update the Board on the next steps and arrangements for supporting Board Members in their skills and development. We invite the Board to review and comment on the content of the associated Appendices 1 - 3.

### **2.0 Background**

- 2.1 Board will recall the development of an Improvement Plan which was to support them in a range of activities to ensure their continued effectiveness in their role. This process started with an initial individual Self-Assessment to assess current skills levels.

### **3.0 Competency Framework**

- 3.1 Effective governance allows the Company to determine strategic direction and control to support the creation of robust accountability, oversight and assurance for performance.
- 3.2 The proposed Board Competency Framework sets out the competencies needed by the Board for delivery of effective governance.

### **4.0 Self-Assessment**

- 4.1 An initial self-assessment was issued in November 2019 for completion by each individual Board member and it is intended that this will be repeated on an annual basis. For this year only, it is recommended that an additional more detailed Self-Assessment is completed to support the creation of a full Board Development Plan. The secondary Self-Assessment will form the basis of the identification of individual skills and developments needs.
- 4.2 This process will support a wider understanding of the current areas of skill and development needs of the Board as a whole and will help inform the bespoke recruitment plans for succession planning.

### **5.0 Appraisal Process**

- 5.1 The Board Skills Appraisal process will support Board members to further consider their own confidence and competence across 6 key areas as detailed in the Board Competency Framework:

- Strategic leadership
- Finance
- People
- Analysis
- Governance and risk
- Evaluation

5.2 Board Members will have the opportunity, through an appraisal meeting, to discuss their contribution, interests and strengths, and also to identify any specific development needs. Appraisal discussions will be undertaken by the Chair of the Board and the Head of People Services.

5.3 As part of the appraisal discussion, the Board Skills Evaluation form will be completed to help to formulate personalised training plans.

## **6.0 Legal implications**

6.1 WH require an effective Governance framework in place with effective and appropriately skilled Board Members.

## **7.0 Human resources implications**

7.1 An effective and appropriately skilled Board will demonstrate the Company's commitment to the strategic development of the organisation.

## **8.0 Financial and Value for Money implications**

8.1 There are no financial and Value for Money implications identified within this report.

## **9.0 Equalities implications**

9.1 The recruitment process is administered in line with WH's current and wider commitment to equalities.

## **10.0 Impact on the environment and community**

10.1 An effectively and appropriately skilled Board will be equipped to be able to make strategic decisions in the best interests of the Company, its shareholder and tenants.

## **11.0 Long term consequences for the company**

11.1 To ensure that the role of the Board continues to meet the requirements of the Company's Articles of Association.

11.2 It is also important to ensure Board Members are provided with Skills and Development opportunities to ensure the Board is effective in its delivery. This will ensure that Board Members are suitably skilled and competent to undertake their roles effectively.

## **12.0 Impact on business relationships with suppliers, customers and others**

12.1 It is imperative that the key stakeholders and tenants have confidence in the efficacy of the Board.

### **13.0 List of Appendices**

13.1 Appendix 1 – Board Competency Framework – Draft

13.2 Appendix 2 – Board Skills Self-Assessment – Draft

13.3 Appendix 3 – Board Training and Development Plan – Draft



**Appendix 1:**  
**Board Competency Framework – Draft**

## **Introduction**

Effective governance provides strategic direction and control. It creates robust accountability, oversight and assurance for the organisation's performance achieving the very best outcomes.

## **About this framework**

The framework sets out the competencies needed for effective governance. It is non-statutory guidance and should be read alongside the NHF Code of Governance.

Consideration will be given to the knowledge and skill areas outlined in the framework that are most important for their context. They will also need to determine the extent to, which it applies to any committees appointed.

## **Structure**

The framework begins with the principles and personal attributes which, alongside the commitment of time and energy to the role, underpin effective governance. Following on from this, the knowledge and skills required for effective governance are organised into those which are essential for everyone on the board; those which are required of the Chair and those, which at least one person on the Board should have. In this way, the knowledge and skills required for Chairs build on and complement the skills for everyone.

## **Terminology**

The following references should be interpreted as follows:

- *'The Board'* should be taken to mean the accountable body for the Company.
- *'Company / organisation'* should be taken to mean Wolverhampton Homes.
- *'Executive Leaders'* should be taken to mean those held to account by the Board for the performance of the organisation. This may be the Chief Executive (CEO) and Assistant Directors, as well as other Senior employees.

## **A competency framework for governance**

The framework is made up of competencies underpinned by a foundation of important principles and personal attributes. The competencies are grouped under the headings of the six features of effective governance: strategic leadership; accountability; people; analysis; governance and risk, and evaluation.



#### **1. Strategic leadership**

- Setting direction
- Culture, vision and values

#### **2. Finance**

- Financial frameworks and accountability
- Financial management and monitoring

#### **3. People**

- Building an effective team
- Collaborative working with tenants, stakeholders and partners
- Staffing and performance management

#### **4. Analysis**

- Rigorous analysis of data

#### **5. Governance and risk**

- Governance structures
- Risk management
- External accountability
- Compliance

#### **6. Evaluation**

- Managing self-review and development
- Managing and developing the board's effectiveness

## Principles and Personal Attributes

The principles and personal attributes that individuals bring to the board are as important as their skills and knowledge. These qualities enable board members to use their skills and knowledge to function well as part of a team and make an active contribution to effective governance.

All those elected or appointed to boards should fulfil their duties in line with the seven principles of public life (the Nolan principles). They should also be mindful of their responsibilities under equality legislation, recognising and encouraging diversity and inclusion. They should understand the impact of effective governance, specifically within the housing sector and in addition, all those involved in governance should be:

**Committed:** Devoting the required time and energy to the role and ambitious to achieve best possible outcomes for our tenants. Prepared to give time, skills and knowledge to developing themselves and others to create highly effective governance.

**Confident:** Of an independent mind, able to lead and contribute to courageous conversations, to express their opinion and to play an active role on the board.

**Curious:** Possessing an enquiring mind and an analytical approach and understanding the value of meaningful questioning.

**Challenging:** Providing appropriate challenge to the status quo, not taking information or data at face value and always driving for improvement.

**Collaborative:** Prepared to listen to and work in partnership with others and understanding the importance of building strong working relationships within the board and with executive leaders, staff, and tenants, the local community and employers.

**Critical:** Understanding the value of critical friendship which enables both challenge and support, and self-reflective, pursuing learning and development opportunities to improve their own and whole board effectiveness.

**Creative:** Able to challenge conventional wisdom and be open-minded about new approaches to problem-solving; recognising the value of innovation and creative thinking to organisational development and success.

## Knowledge and Skills

### Strategic Leadership

Effective boards provide confident, strategic leadership to their organisations; they lead by example and 'set the tone from the top'. These competencies relate to the core function of boards to set vision, ethos and strategic direction.

### Setting Direction

The knowledge and skills required for effectiveness in setting the strategic direction of the organisation, planning and prioritising, monitoring progress and managing change.

Everyone on the Board	
Knowledge	<ul style="list-style-type: none"><li>• key themes of the housing sector</li><li>• key features of effective governance</li><li>• the strategic priorities of the organisation</li><li>• tools and techniques for strategic planning</li><li>• performance measurement and management, including value for money</li><li>• principles of effective change management</li><li>• the difference between strategic and operational decisions</li><li>• asset management, repairs and maintenance</li><li>• social and housing policy</li><li>• energy efficiency, environmental sustainability</li><li>• information management</li></ul>
Skills and effective behaviours	<ul style="list-style-type: none"><li>• thinks strategically and contributes to the development of the organisation's strategy</li><li>• can articulate the organisation's strategic priorities and explain how these inform other plans</li><li>• can put in place plans for monitoring progress towards strategic goals</li><li>• supports strategic change having challenged as appropriate so that change is in the best interests of tenants, staff and stakeholders</li><li>• is able to champion the reasons for, and benefits of, change to all stakeholders</li><li>• complies with board and committee meeting etiquette<ul style="list-style-type: none"><li>○ respect confidentiality within the group at all times</li><li>○ strive for high attendance (100%)</li><li>○ arrive on time</li><li>○ notify the Business Assurance Team in good time if unable to attend</li><li>○ offer support and help at all times, and in a constructive manner</li><li>○ listen, learn and respect others' points of view</li><li>○ offer equality of time to all members</li><li>○ give full focus and engagement during the meeting</li><li>○ promote teamwork and trust</li></ul></li></ul>

The Chair	
Knowledge	<ul style="list-style-type: none"> <li>national priorities and regulatory requirements including for example, consumer standards - and the implications of these for the board and the organisation</li> <li>leadership and management process and tools that support organisational changes</li> <li>communicate the organisation's challenges and accomplishment to its members and stakeholders</li> </ul>
Skills and effective behaviours	<ul style="list-style-type: none"> <li>thinks strategically about the future direction of the organisation and identifies the steps needed to achieve goals</li> <li>leads the board and SMT in ensuring operational decisions contribute to strategic priorities</li> <li>adopts and strategically leads a systematic approach to change management, that is clear, manageable and timely</li> <li>provide effective leadership of organisational change even when this is difficult</li> </ul>

## Culture, Vision and Values

The knowledge and skills required to set the culture, vision and values of the organisation successfully; demonstrate these in the conduct and operation of the board; embed them through the whole organisation; and monitor the impact on outcomes for tenants and on the reputation of the organisation in the wider community.

Everyone on the Board	
Knowledge	<ul style="list-style-type: none"> <li>the values of the organisation and how these are reflected in strategy and plans</li> <li>the ethos of the organisation and where appropriate, that of the key shareholder, City of Wolverhampton Council</li> <li>the Articles of Association</li> </ul>
Skills and effective behaviours	<ul style="list-style-type: none"> <li>can set and agree the distinctive characteristics and culture of the organisation</li> <li>acts in a way that exemplifies and reinforces the organisation's culture, vision and values</li> <li>ensures that policy and practice align with the organisation's culture, vision and values</li> </ul>

The Chair	
Skills and effective behaviours	<ul style="list-style-type: none"> <li>able to recognise when the board or an individual member is not behaving as expected and take appropriate action to address this</li> <li>leads board meetings in a way which embodies the culture, vision and values</li> </ul>

## Decision-making

Boards which operate effectively as strategic decision-makers can provide the foundation for creativity, innovation and improvement in the organisation. Effective decision-making is about moving from free and frank discussion to specific, measurable actions.

### Everyone on the Board

#### Skills and effective behaviours

- identifies viable options and those most likely to achieve the organisation's goals and objectives
- puts aside vested or personal interests to make decisions that are in the best interests of the company and tenants
- acts with honesty, frankness and objectivity taking decision impartially, fairly and on merit using the best evidence and without discrimination or bias
- brings integrity, and considers a range of perspectives and diverse ways of thinking to challenge the status quo, reject assumptions and take nothing for granted
- identifies when to seek the advice of an independent professional for guidance on statutory and legal responsibilities and ethical aspects of the boards decision-making
- abides by the principle of collective-decision making and stands by the decisions of the board, even where their own view differs
- encourages transparency in decision making and is willingly answerable to, and open to challenge from, those with an interest in decisions made

### The chair

#### Skills and effective behaviours

- ensures the board understands the scope of issues in question and is clear about the decisions they need to make
- summarises the position to support the board to reach consensus where there are diverging views
- ensures that different perspectives, viewpoints and dissenting voices are properly considered and recorded
- facilitates decision-making even if difficult and manages the expectation of executive leaders when doing so
- ensures the board seeks guidance from executive leaders and other in the senior leadership team before the board commits to significant controversial courses of action

## Finance

### Financial frameworks and accountability

These are the skills, knowledge and behaviours which enable the board to ensure that the organisation is in a strong and sustainable financial position to achieve its strategic goals. It is about ensuring the sustained financial health and efficiency of the whole organisation.

Everyone on the board	
Knowledge	<ul style="list-style-type: none"><li>• the financial policies and procedures of the organisation, including its funding arrangement, funding streams and mechanisms for ensuring financial accountability</li><li>• the organisations internal control processes and how these are used to monitor spend and ensure propriety</li><li>• the financial health and efficiency of the organisation</li><li>• pensions</li></ul>
Skills and effective behaviours	<ul style="list-style-type: none"><li>• has a basic understanding of financial management in order to ensure the integrity of financial information received by the board and to establish robust financial controls</li><li>• has confidence in the arrangements for the provision of accurate and timely financial information, and the financial systems used to generate such information</li><li>• interprets budget monitoring information and communicates this clearly to others</li><li>• is rigorous in their questioning to understand whether enough is being done to drive financial efficient and align budgets to priorities</li><li>• uses their detailed financial knowledge and experience, which is appropriate for the scale of the organisation, to provide advice and guidance to the board</li></ul>

At least one person on the Board	
Knowledge	<ul style="list-style-type: none"><li>• the organisations' current financial health and efficiency and how this compares with similar organisation's both locally and nationally</li></ul>
Skills and effective behaviours	<ul style="list-style-type: none"><li>• uses their detailed financial knowledge and experience, which is appropriate for the scale of the organisation, to provide advice and guidance to the board</li></ul>

## The Chair

### Skills and effective behaviours

- ensures the board holds executive leaders to account for financial and business management
- leads the board to identify when specialist skills and experience in audit, fraud or human resources is required either to undertake a specific task or more regularly to lead communities of the board
- advises on how risks should be managed or mitigated to reduce the likelihood or impact of the risk and on how to achieve the right balance of risk
- ensures the risk management and internal control systems are monitored and reviewed and appropriate actions are taken
- actively avoids conflicts of interest or otherwise declares and manages them

## Financial Management and Monitoring

The competencies required will ensure that the board is able to make sufficiently informed and effective decisions on the use of resources and allocation of funds to improve outcomes for tenants. It will also ensure that public money is utilised efficiently and in the best interest of the organisation.

## Everyone on the Board

### Knowledge

- the organisations process for resource allocation and the importance of focusing allocations on impact and outcomes
- the importance of setting and agreeing a viable financial strategy and plan which ensures sustainability and solvency
- how the organisation receives funding
- the budget setting, audit requirements and timescales for the organisation and checks that they are followed
- the principle of budget management and how these are used in the organisation
- audit, business assurance and the work of audit committees

### Skills and effective behaviours

- assimilates the financial implications of organisational priorities and use this knowledge to make decisions about allocating current and future spend
- interprets financial data and asks informed questions about income, expenditure and resource allocation and alignment with the strategic priorities

## People

People that govern need to form positive working relationships with their colleagues to function well as part of a team. They need to be able to relate to staff, tenants the local community and connect to stakeholders to enable effective delivery of the organisation's strategic priorities.

### Building an Effective Team

These are the skills and behaviours necessary to ensure effective relationships and dynamics around the table. They help to foster a learning culture where constructive challenge is welcomed; thinking is diverse; a variety of experiences and perspectives are welcomed; and continuous improvement is the norm.

Everyone on the Board
Skills and effective behaviours
<ul style="list-style-type: none"><li>• demonstrates commitment to their role and to active participation in governance arrangements and board discussion</li><li>• ability to acquire the basic knowledge that they need to be effective in their role</li><li>• uses active listening effectively to build rapport, engagement and strong collaborative relationships</li><li>• welcomes constructive challenge and is respectful when challenging others</li><li>• seeks to resolve misunderstanding at the earliest stage in order to prevent conflict</li><li>• raises doubts and encourages the expression of differences of opinion</li><li>• is honest, reflective and self-critical about mistakes made and lessons learned</li><li>• influences others and builds consensus using persuasion and clear presentation of their views</li><li>• to encourage other board members to express their opinions, and build on the ideas of fellow board members</li><li>• demonstrates professional ethics, values and sound judgement</li><li>• recognises the importance of, and values the advice provided by SMT, Head of People Services and Head of Governance</li></ul>

## The Chair

### Knowledge

- the importance of succession planning to the ongoing effectiveness and values of both the board and the organisation

### Skills and effective behaviours

- ensure that everyone on the board understands why they have been recruited and what role they play in the governance structure
- ensures new board members and helped to understand their leadership role, the vision and strategy of the organisation enabling them to make a full contribution
- sets high expectations for conduct and behaviour for board members, and is an exemplary role model in demonstrating these
- creates an atmosphere of open, honest discussion where it is safe to constructively challenge conventional wisdom
- promotes and fosters a supportive working relationship between the board, SMT, staff and external stakeholders
- identifies and cultivates leadership within the board
- takes a strategic view of the skills that the board needs and identifies gaps
- values the importance of professional advice and expertise in areas including leadership and governance

## Collaborative working with Tenants, Stakeholders and Partners

Effective boards are well-informed about, and respond to, the views and needs of key stakeholders, tenants and partners. They enable productive relationships, creating a sense of trust and shared ownership of the organisation's strategy, vision and operational performance.

Everyone on the Board	
Knowledge	<ul style="list-style-type: none"><li>• key stakeholders and their relationship with the organisation</li><li>• principles of effective stakeholder management</li><li>• partnership working</li><li>• customer service, insight and segmentation</li><li>• knowledge of areas/ communities served by WH</li><li>• community development and social enterprise</li><li>• tenant employment and training initiatives</li><li>• addressing anti-social behaviour and community safety</li><li>• health &amp; wellbeing initiatives</li><li>• homelessness</li></ul>
Skills and effective behaviours	<ul style="list-style-type: none"><li>• is proactive in consulting, and respond to, the views of a wide group of stakeholders when planning and making decisions</li><li>• anticipates, prepares for and welcomes stakeholder questions and ensures that these are answered in a relevant, appropriate and timely manner</li><li>• works in partnership with outside stakeholders where this contributes to achieving the goals of the organisations</li><li>• uses clear language and messaging to communicate with partners, stakeholder, tenants and staff</li><li>• is credible, open, honest and appropriate when communicating with stakeholders, tenants and partners including clear and timely feedback on how their views have been considered</li><li>• considers the impact of the board's decisions and the effect they will have on the key stakeholder groups</li><li>• acts as an ambassador for the organisation</li><li>• support and challenges leader to raise aspiration and community cohesion both within the wider community and with local employers</li></ul>

## The Chair

### Knowledge

- the links that the organisation needs to make with the wider community and the CWC
- the impact and influence that a leader in the community has, particularly on housing issues

### Skills and effective behaviours

- communicates clearly with colleagues, tenants, staff and other stakeholder and checks that their message has been heard and understood
- consider how to tailor the communication style in order to build rapport and confidence with stakeholders
- is proactive in sharing good practice and lessons learned
- demonstrates how stakeholder concerns and questions have shaped board discussions if not necessarily the final decision
- when appropriate, seeks external professional advice, knowing where this advice is available from and how to go about requesting it

## Staffing and Performance Management

The knowledge and behaviours required by the board to oversee executive leaders in their responsibility to ensure that the organisation has the right staff who are managed and incentivised to perform to the best of their abilities.

## Everyone on the Board

### Knowledge

- the organisation's annual expenditure on staff and resource and any data against which this can be benchmarked against
- how staff and board members are recruited and how this compares to good recruitment and retention policies
- how staff and board performance management is used throughout the organisation in line with strategic goals and priorities and how this links to the criteria for staff progress, objective setting and development planning
- the remuneration system for staff across the organisation

### Skills and effective behaviours

- active recruitment in recruiting new board members to form a pipeline of potential board director candidates
- ensures that the staffing and leadership structure are fit for purpose
- feels confident in approving and applying the system for performance management for SMT
- identifies and considers the budgetary implication of pay decisions and considers these in the context of the spending plan
- pays due regard to ensuring that leaders and staff are able to have a satisfactory work life balance

At least one person on the Board	
Knowledge	<ul style="list-style-type: none"> <li>HR, policy and the organisations processes in relation to the pay and conditions and the role of governance in staffing reviews, restructuring and due diligence</li> </ul>
Skills and effective behaviours	<ul style="list-style-type: none"> <li>monitors the outcome of pay decisions</li> </ul>

The Chair	
Knowledge	<ul style="list-style-type: none"> <li>the process and documentation needed to make decisions related to Chief Executive appraisal</li> </ul>
Skills and effective behaviours	<ul style="list-style-type: none"> <li>is confident and prepared in undertaking Chief Executive annual appraisal based on the organisation's strategic goals and priorities</li> <li>able to explain to the board their proposals on leadership pay awards for approval</li> <li>able to support the Chief Executive and openly express their appreciation for the organisation's work, on a regular basis</li> <li>encourage the Chief Executive to take opportunities for professional development</li> </ul>

## Analysis

### Rigorous Analysis of Data

Board members are required to develop specific knowledge to allow the monitoring of performance and improvement. It will also assist them in holding leaders to account.

Everyone on the board	
Knowledge	<ul style="list-style-type: none"> <li>the governance and control requirements of the board</li> <li>statutory requirements</li> <li>audit – internal and external</li> </ul>
Skills and effective behaviours	<ul style="list-style-type: none"> <li>analyses and interprets data to evaluate performance</li> <li>uses published data to understand better which areas of performance need improvement and can identify any further data that is required</li> <li>questions leaders on whether they are collecting the right data to inform their assessment and challenges appropriate when data collection is not adding value</li> <li>challenges senior leaders to ensure that the collection of assessment data is purposeful, efficient and valid</li> </ul>

## The Chair

### Skills and effective behaviours

- works with the CEO to ensure that the right data is provided by executive leaders which is accessible to board and open to scrutiny
- promotes the importance of data interrogation to hold executive leaders to account

## Governance and Risk

### Governance Structures

Understanding and designing the structures through which governance takes place is vital to avoid unclear and overlapping responsibilities that can lead to dysfunctional or ineffective governance arrangements.

## Everyone on the board

### Knowledge

- the role, responsibilities and accountabilities of the board and its core functions
- the strategic nature of the board's role and how this differs from the role of executive leaders and what is expected of each other
- the governance structure of the organisation and particularly how governance functions are organised and delegated, including where decisions are made
- how the board and any committees are constituted

### Skills and effective behaviours

- able to contribute to the design of governance and committee structures that are fit for purpose and appropriate to the scale and complexity of the organisation
- to adapt existing committee structures as necessary

## The Chair

### Knowledge

- the importance of their non-executive leadership role, not just in their current position but in terms of their contribution to local, and where appropriate, national priorities

### Skills and effective behaviours

- lead discussions and decisions about what functions to delegate

## Risk Management

Effective boards play a key role in setting and managing risk appetite and tolerance. They are able to ensure that risks are aligned with strategic priorities and improvement plans and intervention strategies provide a robust framework for risk management. These competencies enable those on the board to identify, evaluating and prioritise organisational risks and ensure appropriate action is taken to mitigate against them.

Everyone on the board
<b>Knowledge</b>
<ul style="list-style-type: none"><li>• the principles of risk management and how these apply to housing and the organisation</li><li>• the process for risk management in the organisation and especially how and when risks are escalated through the organisation for action</li><li>• the risk or issues that can arise from conflicts of interest or a breach of confidentiality</li></ul>
<b>Skills and effective behaviours</b>
<ul style="list-style-type: none"><li>• can indent and prioritise the organisation and key risks, their impact and appropriate countermeasures, contingencies and risk owners</li><li>• ensures risk management and internal control systems are robust enough to enable the organisation to deliver its strategy in the short- medium term</li><li>• advises on how risks should be managed or mitigated to reduce the likelihood or impact of the risk and on how to achieve the right balance of risk</li><li>• ensures the risk management and internal control systems are monitored and reviewed and appropriate actions are taken</li><li>• actively avoids conflicts of interest or otherwise declares and manages them</li></ul>

The Chair
<b>Skills and effective behaviours</b>
<ul style="list-style-type: none"><li>• leads the board and challenges leaders appropriately in setting risk appetite and tolerance</li><li>• ensure that the board has sight of, and understands, organisational risks and undertakes scrutiny of risk management plans</li><li>• leads by example to avoid, declare and manage conflicts of interest</li><li>• knows when the board needs external expert advice on risk management</li></ul>

## External Accountability

This section is about managing the organisation's relationship with those who have a formal or informal role in holding it to account. It enables the board to use their skills and knowledge confidently and effectively to be accountable for the delivery of the organisation's strategic plan, their own decision-making and their oversight of executive leaders.

Everyone on the Board	
Knowledge	<ul style="list-style-type: none"><li>• the purpose, nature and processes of formal accountability and scrutiny</li><li>• the national performance measure used to monitor and report performance</li><li>• family and general needs of social housing</li></ul>
Skills and effective behaviours	<ul style="list-style-type: none"><li>• ensures appropriate structures, processes and professional development are in place to support the demands of internal and external scrutiny</li><li>• uses an understanding of relevant data and information to present verbal and written responses to external scrutiny</li></ul>

The Chair	
Skills and effective behaviours	<ul style="list-style-type: none"><li>• is confident in providing strategic leadership to the board during periods of scrutiny</li><li>• ensure the board is aware of, and prepared for, formal external scrutiny</li></ul>

## Corporate Services and Compliance

We want to ensure all those involved in governance understand the legal frameworks and context in which the organisation operates and all the requirements with which it must comply.

Everyone on the Board
<i>Knowledge</i>
<ul style="list-style-type: none"><li>• the legal, regulatory and financial requirements on the board</li><li>• ensure board agendas appropriately and adequately represent the organisation's strategic plans and priorities</li><li>• the duties placed upon them under relevant legislation including company law, charity law, human resources</li><li>• the board's responsibilities regarding Equality under the Equality Act 2010, and why equality matters in housing matters</li><li>• Health &amp; Safety legislation and practice</li><li>• duties relating to safeguarding and duties relating to information including the Data Protection Act 2018 and the Freedom of Information Act 2000</li><li>• the Company's whistleblowing policy and procedures and any responsibilities of the board within it</li><li>• the importance of adhering to organisation policies, complaints and staff discipline issues</li><li>• procurement</li></ul>
<i>Skills and effective behaviours</i>
<ul style="list-style-type: none"><li>• able to speak up when concerned about non-compliance where it has not been picked up by the board or where they feel it is not being taken seriously</li><li>• describe who is protected from discrimination and the different ways in which this discrimination can be experienced</li><li>• identify and understand common barriers faced by people with protected characteristics</li><li>• explain the board's legal responsibilities and accountabilities</li><li>• able to identify when specialist advice may be required</li></ul>

At least one person on the Board
<i>Knowledge</i>
<ul style="list-style-type: none"><li>• Current safeguarding legislation and practice</li><li>• Human resources and employment law</li><li>• Procurement processes</li></ul>
<i>Skills and effective behaviours</i>
<ul style="list-style-type: none"><li>• safeguarding</li><li>• embedding and championing equality, diversity and inclusion into everything we do</li></ul>

## The Chair

### Skills and effective behaviours

- sets sufficiently high expectations, ensuring the board is compliant with the regulatory frameworks for governance and, where appropriate, Company Law
- ensures the board receives appropriate training or development when required on issues of compliance

## Evaluation

Monitoring the boards effectiveness is a key element of good governance. The board needs to assess its effectiveness and efficiency and ensure ongoing compliance with its statutory and legal duties under review. Individuals should also reflect on their own contribution helping to create a stronger and more motivated board.

## Managing Self-Review and Development

The skills and behaviours that help individuals on the board to reflect on how they personally are demonstrating the agreed values and culture of the organisation and what impact their individual contribution to making to effective governance.

## Everyone on the Board

### Knowledge

- recognises their own strengths and areas for development and seeks support and training to improve knowledge and skills where necessary
- measure the organisation against its short term and long-term Business Plan and annual Delivery Plan

### Skills and effective behaviours

- is outward facing and focused on learning from others to improve practice
- maintains a personal development plan to improve their effectiveness and links this to strategic aims of the organisation
- is open to taking up opportunities, when appropriate, to attend training and any other opportunities to develop knowledge, skills and behaviours
- obtains feedback from a diverse range of colleagues and stakeholders to inform their own development
- undertakes self-review, reflecting on their personal contributions to the board, demonstrating and developing their commitment to improvement, identifying areas for development and building on existing knowledge and skills

## The Chair

### Skills and effective behaviours

- actively invites feedback on their own performance as chair
- puts the needs of the board and the organisation ahead of their own personal ambition and is willing to step down or move on at the appropriate time

## Managing and Developing the Board's effectiveness

It is essential for the board to reflect on its own effectiveness including the effectiveness of its processes and structures. This will assist in building relationships and improving accountability and will enable the board to ensure that there is a clear distinction between strategic and operational leadership. It will also assist in setting the tone and culture of the board.

### Everyone on the Board

#### Skills and effective behaviours

- evaluates the impact of the board's decisions on organisational outcomes
- utilises feedback to fully inform decisions about board development
- contributes to self-evaluation processes to identify strengths and areas for board development
- considers the culture and practices of the board
- 

### The Chair

#### Knowledge

- different leadership styles and applies these appropriately to enhance their personal effectiveness
- targets for governance diversity
- how to assess current practices in relation to equality and diversity
- understanding potential barriers to individuals from the groups that are under represented

#### Skills and effective behaviours

- sets challenging development goals and works effectively with the board to meet them
- leads performance review of the board and its committees
- undertakes open and honest conversation with board members about their performance and development needs
- creates a culture in which board members are encouraged to take ownership of their own development
- promotes and facilitates coaching, development, mentoring and support for all members of the board
- shares good practice and learning

## Appendix 2: Board Skills Self-Assessment - Draft

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Use this to help you consider your own confidence about the 6 key competencies in the framework. You can also use this to identify any potential areas for training and development:

- Strategic leadership
- Finance
- People
- Analysis
- Governance and risk
- Evaluation

Each of the skills / knowledge areas should have a score of between 1 and 4; **4** being the **highest** and **1** being the **lowest**.

### **Score 4:**

High level /confident ability with regard to all the requirements of the skill, gained through significant experience or professional work. This would involve a detailed knowledge of the whole of the skill area. This would demonstrate:

- The ability to use this skill immediately in the context of a Board of a large commercial organisation
- To lead in the development of work in the skill area
- Demonstrate the ability to liaise at executive and Board level of stakeholder organisations or regulatory authorities in the area of the skill.

### **Score 3:**

High level/confident ability with regard to at least half of the requirements of the skill, gained through some experience or professional work. This would demonstrate:

- The ability to use the knowledge with some limited support in the context of a Board of a large commercial organisation
- Contributing effectively as part of a group in furthering issues by using the skill.

### **Score 2:**

An overview knowledge or ability in most of the requirements of the skill. This would be demonstrated by:

- The ability to understand the context of decisions (although not necessarily the detail) that a Board of a large commercial organisation needs to make
- There would be an ability to question appropriately in the skill area and to contribute to issues by using the skill.

### **Score 1:**

Either some limited experience in some of the requirements of the skill or having undertaken the organisations training programme in a particular area. This would:

- Involve sufficient understanding in the skill area to know how to ask relevant questions in a large commercial organisation, with a limited support, in order to further increase understanding.

## Strategic Leadership

<b>Do you understand:</b>	<b>1-4</b>
National and local housing policy and news	
What the key features of good governance should be	
The difference between strategic and operational decisions	
How to carry out strategic planning, and what tools you need to do this	
<b>Are you able to:</b>	<b>1-4</b>
Think strategically about the organisation development	
Explain strategic priorities and goals, and how these will be monitored	
Champion the reasons for changes, and explain how these benefit the community	

<b>Do you understand:</b>	<b>1-4</b>
Your organisations vision and values	
Your strategic improvement plan	
Your organisations governing policies and how these reflects the company vision and values	
<b>Are you able to:</b>	<b>1-4</b>
Act in a way that reflects the culture and values, and ensure that policies are in line with these	
Agree the distinctive characteristics and culture of the organisation	

<b>Do you understand:</b>	<b>1-4</b>
Identify the decisions that are likely to support the organisation to achieve its goals	
Put aside your own interests to make decisions in the best interests of the company	
Act with honesty, objectivity, and integrity	
Ensure that your decisions are well informed and impartial	
<b>Are you able to:</b>	<b>1-4</b>
Recognise when your governing body will require external advice	
Stand by the decisions of the governing body, and respect collective decision making	
Accept challenge, and encourage open discussions	

## Finance

<b>Do you understand:</b>	<b>1-4</b>
The company's financial policies, funding arrangements and methods of assuring financial accountability	
The internal control processes, and how value for money is secured	
The financial health and efficiency, and how it compares with other housing organisations	
<b>Are you able to:</b>	<b>1-4</b>
Be confident in the financial information you receive	
Interpret budget monitoring information, and communicate this to others	
Take part in financial self-evaluation activities	
Rigorously question how the company is approaching financial efficiency	

<b>Do you understand:</b>	<b>1-4</b>
How the company receives funding, and how this funding is spent	
The importance of a robust financial strategy and plans to ensure sustainability	
How the company allocates resources, and how these translate into outcomes for tenants	
How the budget is set and monitored	
<b>Are you able to:</b>	<b>1-4</b>
Make decisions about funding, based on the company's priorities	
Interpret data relating to finances	
Ask informed questions about income and spending	

## People

<b>Do you understand:</b>	<b>1-4</b>
Show your commitment to your role through active participation	
Find the information you need to support you in your role	
Accept constructive challenge and feedback	
Demonstrate a level of listening and engagement during board meetings	
Raise doubts and differences of opinions in an appropriate way, and encourage others to do the same	
Acknowledge your mistakes, and the lessons learnt from these	
Influence others, and build consensus through persuasion	
Demonstrate professional ethics and values, and sound judgement	

<b>Do you understand:</b>	<b>1-4</b>
Who your main stakeholders are	
How aware are you of what the board expects of you as your role of Director	
How to work with stakeholders, and members of the community	
<b>Are you able to:</b>	<b>1-4</b>
Proactively consult with a range of views, and welcome feedback and challenge	
Work with other organisations where necessary	
Be clear, honest and open when communicating with tenants and stakeholders	

<b>Do you understand:</b>	<b>1-4</b>
What your company spends on staffing, and how to benchmark this against other housing organisations	
How staff are recruited and the processes that apply	
How staff performance management and pay model works	
<b>Are you able to:</b>	<b>1-4</b>
Ensure that staffing structures are fit for purpose	
Take responsibility for maintaining a robust pay policy	
Be confident in how you apply procedures to the performance management of senior staff members	
Identify how pay decisions will affect the budget	
Have due regard to the work-life balance of staff members	

## Analysis

<b>Do you understand:</b>	<b>1-4</b>
How to analyse performance data	
The context on a local and national basis	
Where the data you receive comes from and is quality assured	
Tenant population	
<b>Are you able to:</b>	<b>1-4</b>
Analyse and interpret data to evaluate how your company is performing	
Use data to inform decisions	
Challenge the SMT to ensure that the data you receive is valuable and efficiently collected	

## Governance and Risk

<b>Do you understand:</b>	<b>1-4</b>
The role of the board, and its core functions	
How the strategic role of governance is different to operational leadership	
Do you regularly attend board and committee meetings, and the importance of meetings being quorate	
Do you spend adequate time in reading board minutes, and other materials before board meetings	
The governance structure and how decisions are delegated	
<b>Are you able to:</b>	<b>1-4</b>
Help your board members design a committee structure that is appropriate, and make changes where appropriate	

<b>Do you understand:</b>	<b>1-4</b>
What risk management is	
How risks are managed and how concerns are escalated	
How conflicts of interest, and breaches in confidentiality, lead to risks	
<b>Are you able to:</b>	<b>1-4</b>
Identify the main risks, and the contingency measures that are in place	
Ensure that risk management systems are robust, and regularly reviewed	
Advise on how to achieve the right balance of risk, and how to mitigate the impact of risks	
Actively avoid and manage conflicts of interest	

<b>Do you understand:</b>	<b>1-4</b>
The purpose of formal scrutiny and accountability	
How national performance measures are monitored and reported	
<b>Are you able to:</b>	<b>1-4</b>
Ensure appropriate structures are in place to support external scrutiny	
Ensure that the board is open and accessible to members of the community	
Use your understanding of data to inform responses to external scrutiny	

## Corporate Services and Compliance

<b>Do you understand:</b>	<b>1-4</b>
The legal, regulatory and financial duties	
The importance of having regard to statutory guidance, such as the Fed of Housing	
The organisations legal obligations in relation to: <ul style="list-style-type: none"> <li>• employment legislation</li> <li>• equality, diversity and inclusion</li> <li>• health and safety</li> <li>• data protection and freedom of information</li> </ul>	
The board's duties with relation to safeguarding and the Prevent Duty	
The role of governance in scrutinising the organisations performance on equality	
Your instrument of governance: Articles of Association	
Your whistleblowing policy, and how these relate to the governing body's responsibilities	
The importance of observing company policy for example regarding complaints	
<b>Are you able to:</b>	<b>1-4</b>
Explain why equality in housing matters	
Describe who is protected from discrimination and the different ways in which discrimination can be experienced	
Identify and understand the common barriers faced by people with protected characteristic and assess tools and good practice that can be used to overcome these barriers.	
Speak out when you are concerned about non-compliance	
Explain the board's statutory duties in relation to Equality legislation; H&S legislation and DP legislation	
Ensure that the membership of the Board reflects the diversity of the communities they serve	
Understand monitoring information on equality target groups	
Champion equality, diversity and inclusion	
Help to mainstream equality into the day to day working of WH	
Recognise when the board may need specialist advice	

## Evaluation

<b>Do you understand:</b>	<b>1-4</b>
Your own strengths and areas for development	
<b>Are you able to:</b>	<b>1-4</b>
Be 'outward facing', and learn from others	
Maintain your own personal development plan	
Be ready to accept opportunities for training and development	
Accept a wide range of feedback, and use this to inform your development	
Carry out self-reviews, and reflect on your own performance	
Evaluate how the board's decisions affect the organisation	
Use feedback from inspections to inform decisions about the board development	
Contribute to the board's self-evaluation	

## Chair

Are you able to:	1-4
guide and direct the governance process, focussing the work of the board on the organisation's values, vision and strategic direction	
facilitate and effectively manage varying perspectives and points of view and intervene when necessary in instances involving conflict of interest, confidentiality and other board policies	
preside over board meetings in a manner that encourages participation and information sharing while moving the board toward timely closure and prudent decision-making	
maintain a positive, collaborative relationship with the Senior Management Team, including acting as a sounding board on emerging issues and alternative courses of action	
Stay up-to-date about the organisation and determines when an issue needs to be brought to the attention of the full board or a committee	
lead the processes of Senior Management Team goal-setting, performance evaluation and remuneration review, consistent with board policy	
set a high standard for board conduct by modelling, articulating and upholding rules of conduct, creating an environment of openness and acceptance	
delegate responsibilities such as committee work and participation in committees	
leads the development of the board's knowledge and capabilities by playing a central role in orientation of new board members and providing continuing education for the entire board	
play a key role in the recruitment of new board members	

## Vice Chair

Are you able to:	1-4
preside over meetings in a manner that encourages participation and information sharing while moving the board toward timely closure and prudent decision-making	
develop and maintain a positive, collaborative relationship with the Senior Management Team, Heads of Service and other operational managers	
stay up-to-date about the organisation and determine when an issue needs to be brought to the attention of the board	
set a high standard for board conduct by modelling, articulating and upholding good conduct	
intervene when necessary in instances involving conflict of interest, confidentiality and other board policies	
lead the development of the board's knowledge and capabilities by playing a central role in orientation of new board members, and providing continuing education for the board	
play a key role in the recruitment of new board members as required	
consider the effectiveness of the committee and makes recommendations for improvement	
seek feedback on your performance as chairperson.	

## Appendix 3: Board Training and Development Plan – Draft

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The plan is structured to allow specification of an overall target area for development, along with more focused objectives that will feed into that priority area:

1. The first section allows for reflection on the reasons why you want to address an area for development.
2. The next section allows for specification of objectives and actions linked to the priority area.
3. Finally, at the end there is space for reflection more generally on the overall area for improvement. This final evaluation could take place at the end of the financial year, when we reflect on the previous year's performance. This section could include suggestions of further actions to take, if further development is needed.

### Area for Development

What should the board be doing better?

e.g. They should more effectively monitor and evaluate the organisations financial position, and will use that knowledge to effectively challenge senior leaders over use of spending

### Rationale

Why do we need to address this area?

This section should be linked to a specific motivation for addressing this particular area, for example:

- A link to a specific item in the Business Plan
- The results of a self-assessment audit, which may have shown a skills gap

Objective	Owner	Action (RAG rated to indicate progress)		Time Frame	Resource Implications	Impact
What are we planning to achieve?	Who will ensure we meet this objective?	What action do we need to take to achieve this?	RAG	When will we have achieved this?	What resources will we need to put towards this?	To what extent have we met this objective?
Improve how information is shared between board members and SLT – to ensure board receive the information they need in a timely manner, without causing excess work for staff members	Board	Arrange a meeting with the SMT to discuss how information is shared with the Board e.g. timely reports / presentations versus less frequent but more detailed reports		Beginning of February 2020	Time of board member and staff member	Board member has established a new process for the SMT to report to on. Reports are more focused on the information the board needs, and less frequent – easing the SMT's workload

### Evaluation of the priority area – End of the year

To what extent has the board improved in this area?

This should include a link back to the initial rationale for choosing this area of development, as well as any points that the board should consider when planning the next stage of its development.

# Board Report

	<b>Agenda Item 6</b>
	<b>31 January 2019</b> <b>Business Planning – Annual Delivery Plan</b> <b>2020 - 2021</b>
	<b>Open Report</b>
<b>Status:</b>	For Decision
<b>Author and job title:</b>	Shaun Aldis, Chief Executive
<b>Contact No:</b>	01902 552956
<b>Recommendations:</b>	<b>Board Members are asked to approve the draft Business Plan – Annual Delivery Plan for 2020 – 2021</b>
<b>Key risks and contentious issues:</b>	<p>Wolverhampton Homes (WH) has a robust approach to its Business Plan priorities to support the delivery of the key strategic objectives and to maintain an effective approach to governance and business assurance.</p> <p>The overarching 4-year Business Plan 2019 – 2023 also supports the effective management of resources and our strategic financial planning arrangements and this was developed by a number of stakeholders not inclusive to the City of Wolverhampton Council and Wolverhampton Homes.</p> <p>In line with the requirements for the Business Plan and associated Annual Delivery Plan, it is imperative that an annual plan is provided to the shareholder and Board formal agreement each year.</p>

## **Management Summary**

### **1.0 Purpose**

- 1.1 Wolverhampton Homes Business Plan 2019 – 2023 requires the provision of an Annual Delivery Plan for 2020 – 2021.
- 1.2 The 4-year Business Plan runs concurrent with the break clause set out in the Management Agreement between the Council and Wolverhampton Homes. This plan fits in with the annual review of the strategic City of Wolverhampton Council (CWC) plan 'working together to be a City of opportunity' and supports one of the six outcomes 'Better Homes for All' by offering better quality housing choices and safe and secure housing for all.

### **2.0 Background**

- 2.1 As part of the revised approach agreed in 2018 by CWC for the delivery of a 4-year Business Plan, it was agreed to provide an annual update by way of the annual action plan.
- 2.2 The Annual Delivery Plan is subject to formal agreement by both the Wolverhampton Homes Board and the CWC each year.
- 2.3 The final Annual Delivery Plan 2020 – 2021 will be brought back to Board in April 2020, following a period of consultation with CWC.

### **3.0 Developing the action plan**

- 3.1 The Business Plan concentrates on our core service offering and is structured around the Management Agreement Schedules and the overarching strategic aims of transforming the delivery of our services and to ensure we continue to:
  - Enhance our community and customer focus
  - Provide safe and secure homes
  - Support people to sustain their tenancies and homes
- 3.2 Recognising that the operating environment is changing from a regulatory point of view, the delivery of the Annual Action Plan concentrates on the key core priorities for Wolverhampton Homes, giving consideration to:
  - Aligning WH to CWC corporate objectives, strategic plans and local policies – corporate; housing; homelessness
  - National Economy – Brexit and Welfare Reform
  - Legacy of Grenfell and any potential regulatory changes that arise from the National Building Safety Programme and Regulator of Social Housing, Consumer Standards and the Housing Ombudsman and;
  - The anticipated White Paper

- 3.3 Additionally, the overarching Business Plan has 5 key priorities, which are to run concurrently for the 4-year period 2019 - 2023. By way of context, these 5 priorities are taken from the Social Housing Green Paper: a 'new deal' for social housing, published in August 2018 and may need refreshing upon the publication of the White Paper.

This focused on safety, given the tragic events at Grenfell and also explored how housing providers can resolve complaints more effectively, and how to provide tenants with more influence. Finally, the paper looked at strengthening the regulator, tackling the stigma associated with social housing, expanding housing supply and supporting home ownership.

- 3.4 By adopting the 5 priorities set out within the Green Paper, WH will be continuing to seek to ensure our approach to housing tenants is informed and shaped by any newly-emerging regulations and best practice. In slightly more detail these priorities are summarised as:

Ensuring homes are safe and decent:

- Continuing to maintain homes to a high standard and taking action to ensure consistency and compliance across the housing stock
- Stock investment and disinvestment strategy and review of non-traditional stock
- Regeneration programmes with City Wide Infrastructure and retro-fitting of the Sprinklers Programme
- Plans to develop a strategic asset investment proposal for Housing in relation to achieving Affordable Warmth and Carbon neutrality

Effective resolution of complaints:

- Working with CWC and engaging with Tenants Participatory Service (TPAS) to identify best practice in the delivery of the scrutiny role, enhancing our community and customer focus; it's more than just a tenant voice, this includes a fundamental service review of financial support to community groups
- Embedding the changes to Customer Feedback Team including a refreshed approach to learning from complaints to deliver a 'right first time' process across all areas
- To use customer insight to deliver a proactive approach to build value and quality assurance reducing customer complaints, and preventing regulatory notices to meet the diverse needs of our customers

Empowering residents and strengthening the Regulator:

- Implementing community hub working approach to support the delivery of customer centric services and to make the best use of community assets

### Tackling stigma and celebrating thriving communities:

- Promoting and supporting the health and wealth of our communities through implementing the new Community Development Strategy to enhance resilience in the community
- Investing in initiatives and community projects to improve life chances, developing the tenant deal and community chest for Corporate Social Responsibility
- Working with influential people in our communities such as journalists to improve media coverage
- Funding the development of bespoke training to raise awareness of stigma and its effects

### Expanding supply and supporting home ownership:

- Supporting the council's growth corridor by utilising all opportunities to develop new build sites to continue to actively contribute to the improved supply of suitable accommodation options across the City
- Creating an enhanced portfolio and best use of temporary accommodation
- Continue to support CWC in its commitment to providing quality, safe and affordable housing across the City: with priority on Home Improvement Agency and the future of Telecare; Homelessness Services and Safeguarding

3.5 Wolverhampton Homes intend to continue to improve our core services to ensure we can provide high quality services within a difficult fiscal environment. WH has a strong record of delivering cashable efficiencies and have previously built significant reserves, however, these will continue to be used to support and reposition the Company to drive further efficiencies and service improvements.

3.6 The development of a strong performance focus will continue, which supports the effective delivery of our plans and helps drive the modernisation of the workforce and the transformational ambitions. This brings flexibility with the embedding of the mobile working culture and our journey #GoodtoGreat to:

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

3.7 WH have always placed a high priority on Value for Money (VFM), and plan to continue with a series of fundamental service reviews to drive further VFM efficiencies, these will include:

- Refreshing of our commercial agenda including the Home Improvement Agency (HIA) and Disabled Facilities Grant (DFG) by optimising grant spend by 2020
- Working closely with CWC to support the review of Corporate Landlord Facilities Management
- Further modernisation of the workforce and organisational restructuring to meet new demands placed on services

- Development of a VFM and efficiency strategy to support a robust fiscal pathway to underpin service delivery during the course of the Business Plan

#### **4.0 Legal implications**

4.1 There are no immediate Legal implications identified as a result of this report, but we are required to submit an Annual Delivery Plan for approval to Wolverhampton Homes Board and the City of Wolverhampton Council as part of our wider Management Agreement.

#### **5.0 Human resources implications**

5.1 There are no immediate human resources implications identified as a result of this report.

#### **6.0 Health and safety implications**

6.1 There are no immediate Health and Safety implications identified as a result of this report.

#### **7.0 Impact on the environment and community**

7.1 There are no immediate Environment and Community implications identified as a result of this report.

#### **8.0 Long term consequences for the company**

8.1 There are no immediate long term consequences for the Company identified as a result of this report though the Business Plan 2019 – 2023 and the Annual Delivery Plan are key documents for Wolverhampton Homes.

#### **9.0 Impact on business relationships with suppliers, customers and others**

9.1 There are no immediate impact on business relationships with suppliers, customers and others identified as a result of this report, but it is important that we work closely with our key customers and stakeholders to ensure we are providing effective services that they value.

#### **10.0 List of Appendices**

10.1 Appendix 1: Draft Annual Delivery Plan 2020 – 2021

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Appendix 1: Draft Annual Delivery Plan 2020 – 2021

Housing – Darren Baggs				
Ref.	Service Area: Tenancy Management			
No.	Action	Detail	Required Outcomes	Responsible Officer
1.	Sustaining tenancies	Identify and respond to tenants in need of support to look after themselves or their home.	Company-wide approach to 'see it, report it' with every tenancy visited, at least once every 12 months by a WH officer or contractor.	Housing Managers – Tenancy  Senior Leadership Team
		Promotion of sustainable tenancies through early intervention and support.	Wider integration within WH teams to enable swift intervention to provide support and stop a tenancy from failing.	
1.	Sustaining tenancies	Support behavioural change to promote tenant responsibility.	Further and sustained company-wide working to be undertaken to recover tenancies at risk of failure.	Housing Managers – Tenancy  Senior Leadership Team
		Review of partner agencies – CAB, RMC, ACCI.	Development of the Tenancy Sustainment Strategy.	
2.	Well managed and maintained estates	Robust approach to estate inspections and the resolution of issues.	Improved local communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.	Housing Managers – Tenancy  Neighbourhood Services Manager  Senior Leadership Team
			Visible presence on estates including a planned review in 2020 - 2021 of Estate Inspection system processes to improve focus on performance around the resolution of estate issues.	
			Continued focus on quality and promotion of good news stories to enhance the positive impact.	

3.	<p>Increase the use of the digital offer.</p> <p>Consistent advice &amp; service at all front-line touchpoints</p>	<p>Support customers to make use of website &amp; on-line channels.</p> <p>Identify barriers to delivering excellent front-line services.</p> <p>Analyse reasons for customer repeat visits to the OSS. Improve customer satisfaction.</p> <p>To enable the customer to receive the same level of service no matter what the enquiry is relating to, when accessing services at either OSS or Homes Direct.</p> <p>Embed excellent customer service into our behaviours, processes and transactions.</p>	<p>Aim to reduce footfall in One Stop Shops and contact with Homes Direct for basic enquiries that can be answered online.</p> <p>Free up resources to focus on those customers requiring more intensive support and those who present as homeless.</p> <p>Enhanced online offer will enable more customers to develop their digital skills.</p> <p>Delivery of a 'right time, first time' approach to repairs.</p> <p>To provide a seamless service in the reporting of repairs at the First Point of Contact.</p> <p>Develop Customer Services Strategy.</p> <p>A satisfied and committed workforce that delivers excellent service creating an innovative and learning culture to implement service improvements.</p>	<p>Head of Business Improvement</p> <p>Housing Managers</p> <p>Homes Direct Manager</p> <p>Maintenance Manager</p> <p>Organisational Development Manager</p>
<b>Ref.</b>	<b>Service Area: Anti-Social Behaviour</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
4.	Delivery of an effective anti-social behaviour service	<p>Roll-out of pilot whereby:</p> <ul style="list-style-type: none"> <li>- Advice regarding low-level nuisance is provided at first point of contact and;</li> <li>- Low level ASB is investigated and managed by tenancy</li> </ul>	<p>Customer expectations are managed effectively.</p> <p>Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate.</p> <p>Increase community safety and public reassurance.</p>	Anti-Social Behaviour Manager

		<p>officers as part of their 'estate custodian role'</p> <ul style="list-style-type: none"> <li>- More serious ASB is investigated and managed by the specialist ASB team</li> </ul> <p>Amend ASB policy to reflect the above changes.</p> <p>Undertake pro-active work with partner agencies in identified 'priority' areas to tackle ASB.</p>	<p>Fit for purpose ASB resources.</p> <p>Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.</p>	
<b>Ref.</b>	<b>Service Area: Income Management</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
5.	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.	<p>Achievement of agreed targets for current rent income collection.</p> <p>Minimise evictions and promotion of sustainable tenancies.</p>	Housing Manager Income
6.	Rent in advance	Payment of rent income in line with the tenancy agreement.	<p>Promotion of rent in advance, campaigns run throughout the year and aligned to the council's tenancy agreement. This will be linked to supporting debt reduction / prevention.</p> <p>All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy.</p> <p>Delivery of strategies to target customers who are vulnerable or identified as high risk i.e. Housing First, Unit at Tapworks, new tenancies for single males.</p>	<p>Housing Manager Income</p> <p>Head of Housing Solutions</p>

7.	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers.	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.	Housing Manager Income
<b>Ref.</b>	<b>Service Area: Home Sales and Leases</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
8.	Delivering more affordable housing  Supporting the growth of a quality new build rental offer	To grow the portfolio of properties including the management of the market rent WV Living properties and the CWC shared ownership units.  To ensure that Wolverhampton Homes can support any developers of private rented housing by offering a high-quality management agent service.	To achieve a better managed stock and to increase to a target of 150 properties in management for 2020 - 2021.  To work with developers to ensure their properties are of a high standard.	Home Sales & Leases Manager
9.	Effective management of the shop's premises	Effective management of the properties and re-lets.	Void levels targets – 3%. Collection rate target – 98%.	Home Sales & Leases Manager
10.	Effective income collation for leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders.	Collection rate target – 97%.	Home Sales & Leases Manager

11.	To administer the Right to Buy	To ensure compliance with RTB legislation.  To optimise the capital receipt for CWC.	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.	Home Sales & Leases Manager
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### Housing Options – Angela Barnes

Ref.	Service Area: Temporary Accommodation			
No.	Action	Detail	Required Outcomes	Responsible Officer
12.	Develop a fit for purpose portfolio of Temporary Accommodation	Review current Temporary Accommodation, identify gaps in provision and seek to procure / acquire accommodation that meets the needs of the client group, statutory requirements and can provide Value for Money.	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.	In conjunction with CWC  Assistant Director – Housing Options
Ref.	Service Area: Homelessness Team			
No.	Action	Detail	Required Outcomes	Responsible Officer
13.	Delivery of Homelessness Service	Aim to meet performance measures and get the right outcomes for customers.	Compliance with Homelessness Legislation.	Assistant Director – Housing Options
14.	Develop standards framework for the provision of Temporary Accommodation	Improve the standards of Temporary Accommodation in relation to quality, value and suitability.  To work with CWC strategy and housing standards to ensure	To ensure that we are using appropriate temporary accommodation balancing need versus value for money.  To ensure those who are no longer eligible for Homes in the City are given appropriate advice.	Assistant Director – Housing Options

		<p>existing temporary and any new procured temporary accommodation is of the expected standard.</p> <p>To develop a range of advice to those who are no longer identified of having a housing need.</p>		
15.	<p>As part of the Housing First initiative work to increase 'prevention' and 'move on' activity which supports Housing Options and Lettings</p>	<p>Provision of an Early Intervention service/pre-tenancy element which focusses on the early identification of customer's needs whilst working with partner agencies to assist in the delivery of support.</p>	<p>Ensures applicants are tenancy ready and engaged in a support plan which achieves stability and improved longer term outcomes for households.</p> <p>Develop an intensive service to meet the needs of entrenched rough sleeping.</p> <p>Reduce reactive spend in terms of tenancies that are in crisis or in the process of failing.</p> <p>Reduce the number of properties where keys are surrendered, or properties abandoned.</p>	<p>Head of Sustainment and Support</p>
16.	<p>Assist CWC with the implementation of the Housing Allocations Policy</p>	<p>Provide advice, guidance and support to CWC to assist them to implement and monitor the allocations policy.</p> <p>Assist to effectively communicate the changes to all stake holders.</p>	<p>A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants.</p> <p>An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies.</p> <p>Northgate System rebuild with consideration of longer term objectives around an Accessible</p>	<p>Head of Housing Solutions</p>

			Homes Solution (including full stock survey information).	
17.	Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home	<p>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.</p> <p>Implementation of the Home Improvement Agency.</p> <p>Support CWC with the development of the Aids and Adaptations Policy.</p>	<p>Effective programme of property improvements into cross tenure properties.</p> <p>The effective support for customers to access services successfully.</p> <p>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 handyperson and social inclusion repairs).</p>	Assistant Director, Housing Options

**Asset Management – Kevin Manning**

**Ref. Service Area: Construction and Compliance**

No.	Action	Detail	Required Outcomes	Responsible Officer
18.	Health and Safety Compliance	<p>Ensure that WH complies with all relevant Health &amp; Safety compliance requirements (construction related).</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:</p>	<p>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.</p> <p>WH must ensure full compliance with all prescribed mandatory regulations, legislation,</p>	Head of Construction

		<ul style="list-style-type: none"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> <li>- Fire</li> <li>- Lifts</li> <li>- Facilities Management</li> <li>- Control of Contractors</li> </ul>	<p>codes of practice etc for specific specialist compliance work activities.</p> <p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>To ensure that services specifically provided and limited to retained responsibility of Tenant Management Organisations (TMOs) is undertaken in compliance with H&amp;S requirements (Management Agent).</p> <p>Ensure that the suite of robust KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>	
19.	To contribute to the CWC's Housing New Build Agenda	Continue to enhance the supply of housing through the innovative use of infill sites new build programme.	<p>To deliver on average 35 new build units per annum.</p> <p>To support CWC in the delivery of its strategic housing plans.</p> <p>To reduce anti-social behaviour; fly tipping and enhance the estate street scene.</p>	Head of Construction
<b>Ref.</b>	<b>Service Area: Stock Investment</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
20.	Capital Programme	Delivery of a range of large discrete estate regeneration and	Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and	Head of Stock Investment

	Delivery of the Housing Capital Programme	refurbishment projects and remodelling work.	associated capital programme finance meetings in line with the: <ul style="list-style-type: none"> <li>- Annual Capital Programme</li> <li>- 5 Year Asset Management Plan - Medium Term</li> <li>- 30 Year Business Plan - Long Term</li> </ul>	
21.	To review and update stock condition data	To contribute to CWCs Strategic Climate Change and Sustainability Agenda and support the 2028 target.  Repopulate the asset management database.  Improve the efficacy of our asbestos management system.  Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.	To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning.  To provide stock condition data to inform the 30-year business plan and component accounting.  To review energy efficiency programmes of work.  To review opportunities for disinvestment for example; non-traditional housing linked to the Asset Management Group.	Head of Stock Investment
22.	Respond to Grenfell investigation recommendations in terms of fire safety management	Develop work programmes to ensure that national recommendations are implemented.	Strategies and funding need to be developed, agreed and implemented.  For example; the retro-fitting of sprinkler systems in Wolverhampton's high-rise towers blocks.	Head of Stock Investment

Ref. Repairs and Maintenance / Operations (Building Solutions; Response Repairs)				
No.	Action	Detail	Required Outcomes	Responsible Officer
23.	Maintaining housing stock standards  Delivery of a robust and responsive 24hr repairs service	Review current delivery methods adopting Lean Transformation programme including ICT support systems.  Review to include out of hours service provision and Voids Management.	Delivery of a high standard service to our customers.  Review Value for Money in terms of cost, quality and performance.  Increase performance and analytical data.  Delivery of an efficient and swift Voids Management Service.	Maintenance Manager(s)
24	Commercial Agenda	To develop and maximise commercial opportunities in connection with Asbestos, Home Improvement Agency, Private Sector Housing etc.	Review productivity, trading and external market opportunities.  Review call-down contracts to explore commercial opportunities for bringing specific services in-house.	Maintenance Manager(s)
25.	Ensure that WH complies with and delivers on all relevant Health & Safety compliance requirements (within the directorates remit)  To ensure that all mandatory and legislative requirements covering	To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:  <ul style="list-style-type: none"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> <li>- Fire</li> <li>- Control of Contractors</li> </ul>	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.	Maintenance Manager(s)

	all compliance activities are enforced and evidenced		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.	
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### Corporate Services – Assistant Director

Ref.	Service Area: Business Improvement			
No.	Action	Detail	Required Outcomes	Responsible Officer
26.	A full review of existing Performance Indicators in line with regulatory, statutory, operational compliance  System Dashboards are introduced as part of our performance framework	Implement all system changes to improve our approach to performance management.  To realign performance monitoring across the company to ensure key deliverables are monitored against the overarching Business Plan.	To improve the availability and use of performance data to inform service delivery.  Rolling programme linked to system updates and supplier release plans.  To improve the quality of performance data to interpret and enable the company to identify and manage risk and to implement opportunities for improvements.	Performance Manager
27.	Implement a company-wide project management approach for all areas of change  A full review of existing company-wide processes in line with	To establish project and change management approach across the company to oversee the implementation of the Business Plan with particular focus around culture change and continuous improvement.	Developing a robust change process.  To develop ownership and understanding for managers and staff.  To identify issues that could lead to non-compliance or efficiencies along with the required remedial action.	Head of Business Improvement  Head of Business Services  Head of People Services

	regulatory, statutory, operational compliance			
28.	A full review of business wide systems and development opportunities	To undertake a full review of existing IT systems.  To evaluate requirements for the business to deliver efficient and streamlined activity.	To improve business productivity and a cross service joined-up approach to the customer journey.	Head of Business Improvement
29.	Repurpose and redesign 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.  Working with colleagues to harness customer engagement and to move to digitalisation of services.	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.  To meet accessibility compliance by September 2020.	Head of Business Improvement Marketing and Customer Insight Manager
Page 60				
	<b>Ref. Service Area: People Services</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
30.	Attract, retain and engage talented staff, to ensure they are valued, motivated and challenged	To implement and embed the People Deal.  To be an employer of choice.	Introduce an online recruitment, selection and induction solution.  Positively manage attendance at work.	Head of People Services
31.	Maximise Employee Engagement across Wolverhampton Homes	Complete employee survey to highlight themes for development.	Full engagement with staff and staff network groups.	Head of People Services

		<p>Re-establish links with staff network groups.</p> <p>Maximise internal communication channels.</p> <p>Developing a robust change process (People).</p>	<p>Using the information from staff groups to develop a new employee engagement strategy.</p> <p>Implement actions from employee surveys to improve employee engagement.</p>	
32.	Develop a modern workforce to recognise the diverse needs of all customers	<p>Continue to embed the Inclusive Futures Campaign to increase the profiles of women and BAME staff in senior posts.</p> <p>Interrogate current workforce profiles and map against future business needs.</p>	Review 2019 – 2020 progress and outcomes and introduce additional measures to improve the recruitment journey.	Head of People Services
33.	Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation.	<p>To upskill staff and Board members to increase the capability and capacity through training and development programmes, professional bodies and desired accreditation.</p> <p>To develop strong dynamic and inspirational leaders with clear direction across the business.</p>	<p>Robust organisational Learning Needs analysis.</p> <p>Implementation of Board Development Programme.</p> <p>Implementation of Strategic Leadership Programme and Accredited Management Development Programme.</p> <p>Effective talent management and succession planning to align individual development and career aspirations.</p>	Organisational Development Manager

Ref.	<b>Service Area: Employability and Community Development</b>			
No.	Action	Detail	Required Outcomes	Responsible Officer
34.	Support residents within Wolverhampton to gain training and employment  Improvement of Tenant Engagement	Ensure residents have the best chance of sustaining their tenancies by gaining training, employment, work experience and volunteering.  Deliver a fit for purpose Community Development function that embeds tenant engagement across all activity in WH.  Contributing to CWC's review of engagement and Scrutiny functions.	To meet the expected targets of 150 residents and tenants engaged with coaches, or supported into provision (into work, into training, into work experience into volunteering).  Review and implementation of TPAS recommendations and realign resources to deliver a cross company approach.  Strengthening meaningful engagement putting residents at the heart of service design and review.	Head of People Services
<b>Ref.</b>	<b>Business Services</b>			
No.	Action	Detail	Required Outcomes	Responsible Officer
35.	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.  Work with CWC to develop customer insight and scrutiny.	Ensuring the themes from customer feedback are recognised and reviewed to support staff to understand and respond to customer needs. Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.	Marketing & Customer Insight Manager  Organisational Development Manager
36.	To ensure that WH has robust Business Continuity Planning management, Risk Management and	That the Risk Registers, BCP and the WH emergency response is understood and remains fit for purpose.	Maintaining an effective relationship with CWC Housing Strategy Team and the Resilience Team.  Compliance with the Consumer Standards.	Head of Business Services

	<p>compliance with Consumer Standards</p>	<p>To work with CWC in monitoring compliance of the Consumer Standards.</p>	<p>Annual review of the BCP Strategic Plan and the Corporate Risk Register. Monitoring and regular review of the BCP Emergency Centre.</p> <p>Provision of a central co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information.</p>	
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# Board Report

	<b>Agenda Item 7</b>
	<b>31 January 2020</b> <b>Community Development Report</b>
	<b>Open Report</b>
<b>Status:</b>	For Information
<b>Author and job title:</b>	Julie Haydon, Head of People Services
<b>Contact No:</b>	01902 552956
<b>Recommendations:</b>	<b>Board Members are asked to note the contents of the report.</b>
<b>Key risks and contentious issues:</b>	<p>Failing to gain quality feedback from residents; not allowing WH to shape their services effectively.</p> <p>WH not taking advantage of closer working relationships in communities and developing thriving hubs in key localities.</p> <p>Delivering a Corporate Social Responsibility (CSR) scheme that is fair and transparent, driving community cohesion in targeted 'hot spot' areas.</p> <p>Making best use of 100k lottery funding to sustain programmes and build key relationships across the city.</p> <p>Failing to build effective and sustainable relationships between WH and its key resident stakeholder groups.</p> <p>Embedding the customer 'Deal' into the heart of WH, ensuring enhanced customer focus and relationships built on mutual respect.</p>

## **Management Summary**

### **1.0 Purpose**

1.1 Following Board approval in May 2019 of the Community Development Strategy, this report seeks to update Board Members on the progress of Wolverhampton Homes' approach to the community development arrangements and inform Board of the steps being taken to realise the commitment to enhancing community cohesion, in measuring engagement and opportunities for our tenants and residents.

### **2.0 Background**

2.1 Board will recall, the Strategy sought to enhance community cohesion and to further develop opportunities for our tenants and residents to become more engaged in shaping the delivery of services they receive.

2.2 The strategy highlighted three key elements that were fundamental to its success:

- Increase the number and diversity of tenants and residents engaged with WH
- Make use of new innovations within community development to drive community cohesion
- Develop key relationships with partners across the city to enhance opportunities

### **3.0 Community Development Progress**

3.1 Following the presentation of the Strategy to Board, we have:

- Embedded mobile working across the business, providing services to tenants, leaseholders and customers from various community based hubs in the city
- Tenancy Officers have fully embraced the 'Estate Custodian' model bringing an enhanced joined up working approach within the business, with partners and our Communities
- Supporting the City of Wolverhampton Council (CWC) in relation to a joined-up approach of a wider tenant engagement and scrutiny review
- Engaged with the Tenants Participatory Advisory Service through their Engagement Maximiser Pilot and behavioural insights review

3.2 A further consultation exercise was undertaken to explore a wider perspective of the strategy and was conducted via an online survey of 4000 customers. The response was extremely low with a return from only 140 respondents.

3.3 Further work to test the views of tenants, leaseholders and customers is required to ensure any community development work is based upon informed feedback and understanding.

3.4 This presents an opportunity to reconsider delivery arrangements of the Community Development Strategy, the benefits of linking more closely with Housing and the estate custodian model, and the wider review of tenant and resident engagement led by CWC.

3.5 Board will receive a further report upon conclusion of the activities identified within this report.

#### **4.0 Financial and value for money implications**

4.1 The function of Community Development aims to build capacity of tenants, leaseholders and residents in terms of increasing their engagement, input, knowledge and confidence to engage with WH at all levels.

4.2 This will assist tenants in understanding the importance of effective management of their tenancies – engaging with Tenancy Officers through the “Estate Custodian” way of working; accessing employability skills and financial training and becoming increasingly confident to engage digitally.

4.3 In turn, this enables WH to maximise income, protect our capital assets and environment, while enhancing the well-being and life chances of tenants and other residents.

#### **5.0 Legal implications**

5.1 WH is required to comply with the Regulator of Social Housing’s regulatory standards in terms of the Consumer Standards.

Enabling WH to deliver a fit for purpose approach to:

- Enable tenants to be involved in all aspects of housing management and hold WH to account
- Contribute to the environmental, social and economic well-being of the area
- Maximise current structures in the delivery of a fit for purpose arrangement

#### **6.0 Human Resources implications**

6.1 External funding from the National Lottery Community Funds, to the value of £100,000 (over 3-years) has been secured for developing and promoting independent volunteering services – particularly for tackling isolation within the City.

6.2 One part-time post of Volunteer Co-ordinator was created during the Summer 2019 for a fixed term of three years, funded from the National Lottery Community Funds.

6.3 Consideration of staffing resource implications based on realignment of the provision going forward.

#### **7.0 Health and Safety implications**

7.1 There are no specific Health and Safety implications identified within this report.

#### **8.0 Equalities implications**

8.1 A full Equality Impact Assessment will be completed in due course.

## **9.0 Impact on the environment and community**

9.1 As stated above it is envisaged that there will be positive impact on the local environment, community cohesion and well-being as a result of implementing new and fit for purpose ways of working.

## **10.0 Long term consequences for the company**

10.1 The success of delivery is based on the company reviewing and realigning staffing resources to be able to maximise impact and sustainability.

## **11.0 Impact on business relationships with suppliers, customers and others**

11.1 The provision of a fit for purpose approach to the Community Development function will have a positive impact on the relationships with the Company's suppliers, customers and others.

## **12.0 Impact on Wolverhampton Homes' Management System**

12.1 There is no impact on the Wolverhampton Homes' Management System identified in this report.