

Title: Outline Business Plan 2016/17 to 2018/19	Meeting: Board	
Report authorised by: Susmita Sen – Chief Executive	Date of the meeting: 15 th December 2015	Item No. 8
Report author: Sarah Pace - Head of Business Development and Investment Planning	Classification: Open	Report type: Discussion / Decision
Business Priorities This report concerns the development of new vision and mission for THH and refreshed organisational aims in recognition of changed context in which services are to be delivered.		
Impact for Customer The Business Plan will describe a new three year plan for providing high quality services for and with residents. Refocusing on core services that customers value and creating an organisational culture that places customers at the forefront, will be central to driving improved satisfaction.		
Diversity Impact The Business Plan is our main strategy and delivery document, and equalities and diversity will be positively addressed in the document. Many of the draft aims presented in this report will have positive implications for delivering services that are inclusive, accessible and fair. The continued emphasis on knowing our customers is especially key.		
Cost and Income Implications The Business Plan is being developed in parallel with budget setting for 2016/17. The final Plan will set out the financial resources available to Tower Hamlets Homes next year and provide indicative for the following years as contained within the .Council HRA Medium Term Financial Plan.		
Risk Management A robust Business Plan will help provide focus in managing our strategic risks which are identified as: <ul style="list-style-type: none"> • Income and financial – income collection, operating costs and efficiency • Service quality and compliance – organisational infrastructure and health and safety • Staff – engaged with and equipped for the future • Customers – managing vulnerability and impact of welfare reform • Governance and strategy – Board and Council 		

Summary

This report provides the outline for the new 3 year Business Plan. It also provides an overview the approach taken to date, summarises our ongoing intentions for resident and staff involvement and sets out the timetable for agreeing the final plan with the Client.

Recommendations

The Tower Hamlets Homes Board is asked to:

- provide comment on the outline Business Plan prior to its submission the Client for comment by 31st December 2015.
- discuss and provide recommendation on the most appropriate term to use when referring to the people who live in the homes we manage
- agree to receive the draft full Business Plan for endorsement before it is submitted to the Client for approval in March 2016.

1 Background

- 1.1 Under the terms of the Management Agreement, between London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit a draft Business Plan to the Client for comment by 31st December each year. A full and final version of the Business Plan must then be submitted for agreement on or before 31st March.
- 1.2 Since adopting our current 3 year Business Plan, Here to Help, in 2014, the local and national context in which we operate has changed significantly.
- 1.3 Whilst we have achieved a great deal since THH was established; customer satisfaction rose significantly until 2012 and costs have been reduced year on year. More recent feedback from customers and our Client tells us that there is a sense of stagnation and our internal performance management framework confirms that performance in some areas has plateaued.
- 1.4 At the Away Day held in October 2015 the Board considered the national local context in which we now operate and identified an aspiration for THH that centred on a theme of sustainment with a Business Plan that would help ensure we sustain tenancies, communities, neighbourhoods and homes, and importantly the longer term future of THH.
- 1.5 In support of this central theme a range of building blocks were identified to help shape a new vision and mission for THH. In summary these were:
 - refocus on the "basics" and get these consistently right
 - better use of what we have and work smarter
 - greater contribution from partners
 - rights and responsibilities of residents
 - Support for those who need our help the most
 - here for all (including tenants of leaseholders)
 - community investment to support core business

- 1.6 A draft vision and mission statement, together with a suite of underpinning aims is presented at Appendix A for comment. Together these provide the outline Business Plan, that once agreed by Board will be submitted to the Client for their consideration in advance of the Business Plan being fully developed.

2 Staff and Resident Engagement

- 2.1 Following the Board Away Day work has been done to encourage and enable staff and residents to get involved in the development of the outline plan.
- 2.2 The output from the Board Away Day has been shared with the Senior Management Team who used this to work up a suite of draft aims for wider consultation.
- 2.3 Through a series of team workshops all staff have been provided with the opportunity to review and comment on the draft vision, mission and aims. In general terms staff showed support for the intention of 'getting back to basics'. Other areas of common feedback concerned
- a need to use simple language to express what we want to do
 - a desire for expectations and responsibilities of staff to be clear
 - support for taking a stronger approach to resident responsibilities
 - some challenge on whether community investment type activity is a 'basic'
- 2.4 A significant amount of feedback from staff comprised of actions that teams could take to improve services and this work provides teams with an early start for team plans for next year.
- 2.5 The outline plan was shared with a focus group of residents held on 2nd December 2015. This group, led by the Chief Executive, generated some enthusiastic discussion and provided constructive feedback.
- 2.6 The group, in general, liked the vision statement, however there were very mixed views about the use of the term customer. Over time THH has increasingly referred to those we provide services to as customers. Originally this was introduced to help reinforce a customer service culture. In strict definitional terms customer may not always be right, for example if we are dealing with the tenant of a leaseholder. That said, it could be thought that whoever we are dealing with at a particular moment in time is at that point a customer.
- 2.7 Other points made included:
- support for including resident responsibilities
 - support for work to help create community spirit
 - capturing the need for better communication and treating customers with respect and fairness within the aims
 - making sure contract management of Decent Homes was included
 - supporting call centre staff to better understand the blocks and neighbourhoods we manage

- 2.8 The draft aims, shown in Appendix A, incorporate feedback from staff and the resident focus group
- 2.9 Further resident engagement to inform the Business Plan before it is submitted to the Client is being arranged for early in the New Year. To encourage a broader representation of opinion we intend to run a social media campaign to seek the views of those who choose not to engage with us through traditional meeting based engagement. We also intend to supplement this with some specific work with our youth ambassadors as well as targeted community groups.
- 2.10 Slightly longer- term, engaging with residents to inform our refreshed service offers for tenants, leaseholders and their tenants will be important. The current engagement framework of Tenant and Resident Association’s and Service Development Groups is likely to form part of our approach. Wider representation would however be beneficial and the social media campaign being run early in the New Year will be evaluated and extended if assessed to have been successful. .

3 Next Steps

- 3.1 In broad terms the full Business Plan provides information about:-
 - how we did in the previous year ;
 - what we will do in the coming year to move closer to achieving our vision
 - the priorities we will focus on;
 - the resources we will use to deliver our plan.
 - the measures of success (business critical indicators (BCIs)

- 3.2 The table below outlines the tasks and timing of work required to complete the Business Plan

Timing	Task
December 15	Develop potential BCIs Submit agreed outline plan to client
January 16	Draft final Business Plan narrative and other required components Continue resident engagement Work up SMART objectives for 16/17 – milestones we will reach next year to help achieve our aims Work up BCI’s and targets for recommendation
February 16	Reflect client feedback on outline plan within final draft Present draft Business Plan to Board for agreement

	Continue staff engagement – team planning
March	Finalise Business Plan document Submit Business Plan to Client

4 Implications

- 4.1 **Value for money** – the outline plan includes a set of aims to achieve greater value for money.
- 4.2 **Legal** – the Business Plan is a requirement under the terms of the Management Agreement held with London Borough of Tower Hamlets
- 4.3 **Workforce/staff** – the out plan references the ambition to develop organisational excellence. Aims associated with this ambition will be driven by the new People Strategy which is currently being developed.

Appendix A - Outline Business Plan 2016/17 to 2018/19

A New Vision and Mission

Vision (where we want to be in 2018/2019):

Thriving, sustainable neighbourhoods, where customers take pride in their home and environment, respect their neighbours and can access opportunities to enhance their aspirations.

Mission (how are we going to get there)

Creating thriving communities with quality homes and sustainable life opportunities

We will do this by:

- Creating vibrant neighbourhoods in collaboration with customers and local partners
- Seamlessly delivering housing management services with a diverse range of customers* *(vulnerable, new customers, lettings agency, residents)
- Ensuring we deliver on our Decent Homes promise
- Utilising our resources effectively and driving Value for Money
- Developing organisational excellence

Aims (what we want to do)

Seamless customer service

- Provide right first time services – responsive services that meet customers’ needs and are easy to use
- Know our customers better – collect and use information about tenants, leaseholders and their tenants to provide better services and communication
- Make our service standards clearer – help customers know what they can expect from us
- Clarify and enforce rights and responsibilities - tenants and leaseholders fulfilling their obligations
- Provide a new deal for leaseholders
- Offer help to customers who need it most – work with partners to assist vulnerable residents to remain supported in their homes
- Treat customers with respect - keep customers up to date with what’s going on and treat them fairly

Vibrant neighbourhoods

- Maintain attractive, cleaner, greener and well maintained neighbourhoods – involve residents in driving standards up
- Help make neighbourhoods feel safer – work with partners to tackle ASB
- Help build financially strong communities - work with partners to help residents into work and manage impact of welfare reform
- Help create community spirit – work with residents to bring communities together more and feel proud of where they live
- Offer a new deal for leaseholders who let their homes – lettings agency service for landlords

Investing in Homes

- Increase customer satisfaction –repairs and planned works are right first time and if not faults are rectified quickly
- Maintain homes that customers can be proud of - homes that are warm and energy efficient, with reliable facilities
- Invest strategically in the assets we manage – longer term investment programmes that give good value for money

Driving Value for Money

- Manage empty homes more efficiently – let homes quicker to minimise lost rent
- Manage contractors more effectively – hold contractors to account and reduce causes for complaint
- Create a more efficient organisation (operating model) – avoid duplication, clarify staff responsibilities and make processes simpler
- Maximise efficiency through better use IT – staff making better use of systems and increase digital access for customers
- Maximise income streams – increase rent and service charge collection and explore opportunities for new business

Developing Organisational Excellence

- Place customers at the centre of what we do – staff focused on delivering excellence
- Increase staff ability to get things consistently right – clear guidance in place for everything we do and responsibilities understood
- Develop our workforce – drive improvement through our People Strategy
- Drive up and recognise staff performance – manage performance better through our appraisal system