



<b>Report to:</b>	Housing, Economy & Business Committee	<b>Date:</b>	23 June 2015
<b>Report title:</b>	Sutton Housing Partnership Delivery Plan 2015/16		
<b>Report from:</b>	Task and Finish Group		
<b>Ward/Areas affected:</b>	Borough Wide		
<b>Chair of Committee/Lead Member:</b>	Councillor Jayne McCoy		
<b>Author(s)/Contact Number(s):</b>	Trevor Hart, Housing Strategy and Commissioning Manager (020 8770 5844)		
<b>Corporate Plan Priorities:</b>	<ul style="list-style-type: none"> <li>• An Open Council</li> <li>• A Green Council</li> <li>• A Fair Council</li> <li>• A Smart Council</li> </ul>		
<b>Open/Exempt:</b>	Open		
<b>Signed:</b>		<b>Date:</b>	10 June 2015

## 1. Summary

- 1.1 Annually, through the Housing Economy and Business (HEB) Committee, the Council approves Sutton Housing Partnership's (SHP's) Delivery Plan. This is produced in accordance with the provisions of the management agreement between the Council and SHP.
- 1.2 For the first time, in 2013, SHP produced a plan providing a strategic direction for the next three years - *Improving Housing Together: The SHP Plan 2013-16*. Contained within it are the ALMO's priorities and strategic objectives for the medium term. The SHP Plan is the basis for the suite of annual plans, which include specific performance targets, budgets and service improvement proposals for the coming year. Collectively these constitute the annual Delivery Plan.
- 1.3 In order to provide effective input and scrutiny before the Delivery Plan for 2015/16 was finalised, a Task and Finish Group of HEB Committee members was established and met twice, in April and in May 2015. The Task and Finish Group was authorised to agree the final version of the plan for formal approval of the HEB Committee.

## 2. Recommendations

- 2.1 The Task and Finish Group recommends that, subject to any changes that the Committee would wish to see made or minor amendments or corrections that officers consider necessary, the Sutton Housing Partnership Delivery Plan for 2015/16 be approved.

## 3. Background

- 3.1 Under the management agreement between the Council and Sutton Housing Partnership (SHP), the ALMO is required to produce "Delivery Plans" on an annual basis, focusing on service delivery and performance. For the first time, in 2013 SHP produced a plan providing a strategic direction for the next three years - *Improving Housing Together: The SHP Plan 2013-*



16. Contained within it are the ALMO's priorities and strategic objectives for the medium term. A copy of the Plan can be found at:

<http://www.suttonhousingpartnership.org.uk/Documents/AboutUs/OurPlansandPerformance/Strategies/SHP-Plan-2013-16-with-Supporting-Plans-2013-1>,

- 3.2 In order to provide effective input and scrutiny before the Delivery Plan for 2015/16 was finalised, a Task and Finish Group of HEB Committee members was established and met twice, in April and in May 2015, and the minutes of those meetings are respectively contained in Appendices A (i) and A (ii). The Task and Finish Group was authorised to agree the final version of the plan for formal approval of the HEB Committee.
- 3.3 Set out at Appendix B is SHP's proposed Delivery Plan for 2015/16. It begins, in section 1, with a brief update of the SHP Plan 2013-16, followed by the inclusion of the SHP risk register. The remainder of the document is made up of a suite of annual plans for 2015/16 - these comprising: a set of Financial Plans, an Improvement Plan and a Performance Plan. The key features of the suite of plans are discussed briefly in section 4 following which are set out some proposals in relation to plans for future years.

#### **4. Issues**

##### Delivery Plan 2015/16

- 4.1 The Financial Plans for 2015/16 include the HRA budget, approved by Strategy and Resources Committee in February, with expenditure split across a range of areas. These include SHP costs, debt financing and revenue contributions to the Housing Revenue Account (HRA) capital programme. Secondly there is a breakdown of how SHP's management fee of £16.1m will be spent. Thirdly is the proposed £24.5m capital programme for 2015/16, which was also approved by the Strategy and Resources Committee in February.
- 4.2 The Improvement Plan sets out a number of actions to be taken to enhance service delivery under the headings of: customer care, quality, value for money, reputation and planning. In each case there is an identified lead manager, timescales and outcomes to be achieved. Key actions include exploring the setting up of a tenant incentive reward scheme and improved support for vulnerable tenants affected by the welfare reform measures.
- 4.3 The Performance Plan sets out targets in relation to a wide range of performance indicators - those reflecting SHP's key priorities (Priority Indicators) along with a suite of 'Strategic Indicators' which are reported quarterly to the ALMO Board via a 'balanced scorecard'. Confirmed or revised targets for the Priority Indicators are provided for 2015/16 while for the Strategic Indicators indicative targets are also set for 2016/17 and 2017/18.
- 4.4 For the Strategic Indicators a similar approach to the target setting adopted for 2014/15 has been continued. For each performance indicator a target for 2015/16 has been set, while for the following two years the indicative target will be to either maintain the Minimum Performance Standard (described in the key on p25) or to improve upon it.

##### Proposals for 2016/17 onwards

- 4.5 In addition to scrutinising the proposed Delivery Plan for 2015/16, the Task and Finish Group also gave some consideration to what arrangements might be put in place for future years, given that the SHP Plan 2013/16 will need to be redrafted during 2015/16. Arising from the discussion with SHP colleagues it was agreed that, firstly, the new Plan should be for a period of five years, this to align it to the term of the management agreement between the parties, which currently runs to 2021.



- 4.6 It was also agreed that SHP would produce a Resident Consultation Plan detailing how it will consult with tenants and leaseholders to shape the priorities within the new Plan. It was proposed that this be undertaken during June, in consultation with the members of the Task and Finish Group. A verbal update on progress will be provided at the meeting.
- 4.7 In terms of the structure of the new Plan, it was agreed that there needed to be a clear distinction between performance indicators (PIs) that measure outcomes via resident satisfaction, indicators that measure statutory requirements (e.g. gas servicing) and other measures of performance. It was also felt that once set, targets should not be downwards-adjusted when circumstances arose that made achieving them more difficult.

## 5. Options Considered

- 5.1 As reflected in the minutes of the meetings, the Task and Finish Group considered a number of options in relation to various aspects of the SHP Delivery Plan including the approach to be taken to future years' plans. Discussions covered a number of the performance indicators and the targets that should be set for them.
- 5.2 A particular focus was placed in income collection in light of the uncertainties created by the introduction of Universal Credit. Whilst there was a case made for temporarily suspending targets until the situation had settled, on reflection it was felt that targets should remain.
- 5.2 In considering options for future years' plans, as mentioned, above, it was felt that the new medium term SHP Plan should cover a five year period rather than just three years. It was also agreed that the new Plan's priorities should be informed through a more robust approach to resident involvement at an early stage.

## 6. Impacts and Implications

### Financial

- 6.1 Sutton Housing Partnership will meet the costs of the Delivery Plan through the management fee of £16.1m and the charges made against the capital programme of £563k. A breakdown of how this will be spent is included in the 2015/16 financial plans which forms part of the delivery plan attached at Appendix B.

### Legal

- 6.2 This is a delivery plan and as such is a high level report with no immediate specific legal issues arising. However detailed legal advice will need to be sort when delivering the Plan in respect of various actions and activities identified in the report at the appropriate juncture.

### Integrated Impact Assessment

- 6.3 An Integrated Impact Assessment is set out at Appendix C.

## 7. Appendices and Background Documents

<b>Appendix Letter</b>	<b>Title</b>
A (i)	Minutes of the Task and Finish Group meeting held on 17 April 2015
A (ii)	Minutes of the Task and Finish Group meeting held on 18 May 2015



B	Improving Housing Together: The SHP Plan 2013-16 Update and Supporting Plans 2015-16
C	Integrated Impact Assessment
<b>Background Documents</b>	
None	

<b>Audit Trail</b>		
Version	Final	Date: 10 June 2015
<b>Consultation with other officers</b>		
<b>Officer</b>	<b>Comments Sought</b>	<b>Comments checked by</b>
Finance	Yes	Sue Hogg
Legal	Yes	Claire Williams