

Value for Money Statement

Value for Money for Wellhouse Housing Association means that:

- We are delivering our vision & values and objectives in our business and operational plans;
- We have a majority of very satisfied customers in a range of delivery areas;
- We are financially sustainable;
- Our costs compare well with other housing organisations;
- We are meeting our Key Performance Indicators;
- We are becoming more efficient, which means having the same outcomes for reduced resources applied **or** better outcomes for the same resources applied

In order to demonstrate value for money we must have metrics which can show that we are achieving the above. The goals of our strategy are to reduce our operating costs per unit on a year on year basis, improve our performance on costs compared to other associations operating in greater Easterhouse and to ensure that we are making the best possible use of our assets to meet our objectives.

In 2018, we will be:

- making use of the value for money matrix available through Scotland's Housing Network;
- carrying out peer comparisons;
- exploring better use of SDM and the purchase of Real Asset Management Software;
- embarking on at least one shared service project with EHRA which demonstrate value for money.

Wellhouse Housing Association: achieving Best Value.

Policy Statement

Leadership –effective elected and managerial leadership is central to good performance and will be even more important with the increased challenges of the next few years. Relationships between management committee members, between the staff group and between the executive and non-executive management will be absolutely crucial – particularly in the case of the Chair and Chief Officer. If the 'internal politics' of the organisation are not working then the association will not be performing as well as it should and will not be able to work as effectively with its external partners and customers. Organisations that have performed well in the past have had strong and effective corporate leadership and direction.

Governance – Clarity and transparency in decision making are essential in any complex organisation, particularly when you take account of the service transformation programmes that we have undertaken in recent years. Such complexity requires a structured approach to involving our tenants, customers and stakeholders in consultation and re-design of services, and such exercises require a formal governance framework if they are to retain credibility. Good governance arrangements should also allow for scrutiny of performance and facilitate a challenge to existing ways of doing things. This is why we updated our KPI reporting and operational plans for 2017/18.

Change Management – Arguably the biggest challenge that we currently face, and will continue to face over the next few years, is in re-designing services in order to manage a reduction in resources, in the early years of your 30 year plan. Simply cutting services is not a best value approach to managing the challenge. Maintaining and improving service performance will require services to be re-designed to meet the specific needs of individuals, and this means involving our customers at the very start of the process, building from the bottom up and not simply from the top down. Important partners, such as CCT, will also need to be fully consulted on changes, whether that is through being part of the solution, or simply by ensuring that the changes don't lead to cost shunting from one partner to another. Any transformation programmes will need to fully meet the SMART criteria, being specific, measurable, assignable, realistic and time-related.

Financial Planning – Medium-term financial planning is vital if major transformation is to be successful. Major change is seldom possible over one twelve month period and normally stretches over a two to three year period, and sometimes beyond. We have recently updated our asset management strategy and 30 year plan, a copy of which has been submitted to the SHR to supplement our 5 year plan. Our new approach is to reduce operational running costs and stay focussed on the issues that matter most to our tenants and factored owners.

Workforce Planning – Many organisations have reacted to a reduction in resources by not filling staff vacancies. Although this can result in short-term savings it is not sustainable in either the medium or long-term. Instead, a more strategic approach is required. We need a comprehensive workforce plan which includes the numbers and skills of the current workforce, the numbers and skills required in the future, and how this transition will be managed. This will support our succession planning policy introduced in 2017.

Performance Management – While all of this change is going on, we will need to continue to provide services that meet the needs of our customers and community. Service delivery will need to improve, we will need to continue to provide a safe and clean environment for residents and visitors, the local economy will need to flourish, and vulnerable members of our community will need to be looked after. In other words, we will need to continue to maintain and improve service performance, and continue to deliver best value.