

**Waltham Forest Housing Association**

**BUSINESS PLAN**

**2014-2018**

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**1. EXECUTIVE SUMMARY**

1.1 Chingford Lions Housing Association was formed in 1963, providing predominantly shared housing for older people in Chingford. Waltham Forest Housing Association was formed in 1973 to provide general needs accommodation for families and single people.

1.2 Our core business is specialist housing, predominantly for older people, but also single homeless men and adults with Learning Disabilities, including Autism. We currently worki solely in the London Borough of Waltham Forest, but there is potential for working within the NE London Region (Redbridge, Havering, Barking and Dagenham and Newham) should opportunities arise. Neighbouring boroughs such as Enfield and Hackney and Essex County Council would not be dismissed but are not currently a priority.

1.3 WFHA is regulated by the Homes and Community Agencies (HCA) and as a small Association can expect a lighter touch regulatory regime, but there is still a requirement to be able to demonstrate that the Association meet the requirements of the regulatory framework, adhering to current legislation and maintaining its homes to a decent standard with a strong commitment to Equality and Diversity.

1.4 The principle activity of WFHA is the provision and management of housing and appropriate support services for people in need in the London Borough of Waltham Forest. **Appendix 1 – Stock Profile**

1.5 The Board recognises that the Association is operating in a time of austerity with housing and welfare reforms impacting across the whole of the housing sector, making the environment even more challenging for small associations like WFHA.

1.6 This plan covers the five year period from 2014-19 and develops from the 2011-2016 plan. It will be reviewed annually. The plan will be translated into the Operational Delivery Plan 2014-15 for staff within the Association.

1.7 WFHA is managed on a day to day basis by the Chief Executive, who is supported by the Director of Housing & Support and the Director of Finance. The full staff structure of WFHA is shown in **Appendix 6 – Staffing Structure**.

1.8 Development of property has been static for WFHA over a number of years, the plan starts to address this area through acquisitions, outright purchases or management arrangements.

1.9 Service provision has grown over the past few years and this is an area that continues to be a priority as and when opportunity arises.

**2. AIMS AND OBJECTIVES**

**2.1 The Vision is:**

* To have a clear sense of direction.
* To work together in a direction that meets changing needs.
* To open doors for our tenants and service users by signposting andfacilitating pathways that meets their needs and aspirations.
* For our tenants to live in accommodation that they enjoy and will be happy in.
* Remaining independent and financially viable.
* Developing our staff.

**2.2 The Mission is:**

WFHA will endeavour to deliver and promote valued services that meet the changing housing and support needs of our community and particularly those in later life.

**2.3 Values:**

WFHA will continue to:

* Provide excellent services to all of our tenants.
* Campaign for the rights of under-represented and vulnerable people.
* Strive to ensure that we better reflect our culturally diverse community.
* Tailor our services to meet the needs of the local community.

**2.4 Aims**

WFHA will continue to:

* Provide efficient, cost effective and streamlined services.
* Work in partnership with the Local Authority.
* Take opportunities to form new innovative partnerships to ensure its continued viability.
* Address the cultural needs of its tenants.
* Be a provider of choice for housing and services.
* Add value to the quality of life for its tenants.
* Assist tenants to achieve their housing and support needs aspirations.
* Maintain and improve the quality of its stock.
* Participate in local and National Forums.

**3. ORGANISATIONAL BACKGROUND & CONTEXT**

3.1 WFHA celebrated its 50th Anniversary in 2013.

3.2 WFHA is governed by a Board with a wide range of expertise drawn from both the public and private sectors, with the current Board members shown on **Appendix 2 – Schedule of Board Members**.

3.3 Succession Planning is an important aspect of the continuity of the organisation, for staff, board and the focus group. A succession plan is currently in place for board; a staff succession plan, where information is known, is being produced in 2014 and the Focus Group are reviewing their Terms of Reference, which may then allow for a plan to be produced for the group.

3.4 WFHA’s main client groups are Sheltered, General Needs and Supported Housing, with Sheltered Housing and other forms of Supported Housing forming the majority of its stock. Sheltered Housing is the core business, but with the need to adapt to change, WFHA has additionally provided homes for people with Learning Disabilities and adults with Autism. WFHA also provides Housing Management support services for sheltered units owned by another Registered Provider (RP) in addition to providing “supported only” services on behalf of another two RP’s.

3.5 In 2012 the association achieved five A and one B rating on the six core areas of the Quality Assessment Framework (QAF), which is an improvement on previous QAF scores and gave WFHA the best score in the Borough for Older People’s Services.

3.6 Also in 2012, WFHA were re-accredited with the CHS Code of Practice for floating support service.

3.7 WFHA have been involved in many successful partnerships and projects, both locally and nationally and are constantly looking at new opportunities to increase their service provision as well as stock. Recent opportunities include tendering for Older Peoples services in Redbridge; extension of floating support services for older people in Waltham Forest; Private Sector scheme for People with learning disabilities; health partnerships.

**Supporting People**

3.7 The London Borough of Waltham Forest’s most recent Supporting People Strategy 2010-15 has identified the following key needs:

* The need to increase the supply of high support accommodation for people with mental health problems and learning disabilities as an alternative to residential care.
* Increased support for homeless households in temporary accommodation and to provide resettlement. This includes homeless families and single homeless, with a focus on care leavers, 16/17 year olds, teenage parents and ex-offenders.
* The move towards extended care (Extra Care) for older people, whilst reducing the total supply of sheltered housing.
* Increasing floating support services across different types of tenure rather than ‘bricks and mortar’.

**4. STRATEGIC AND ENVIRONMENTAL ANALYSIS**

# 4.1 The Association has historically worked only in the London Borough of Waltham Forest. The innovative partnerships WFHA has built up have helped to improve the quality of life of its tenants and others. The borough will remain the heart of the business, but it will look at opportunities in the NE London Region as well as neighbouring boroughs and County Councils.

**London Borough of Waltham Forest Housing Strategy 2008 – 2028**

4.2 Waltham Forest is a diverse borough with more than 60% from a minority background in 2011. 78 % of the properties in the borough are privately owned; 11% are managed by registered providers, and 11% are owned by the Council and managed by Ascham Homes.

4.3 In terms of future supply and demand, the London Borough of Waltham Forest state in their Housing Strategy (2008 – 2028) that they have more than sufficient capacity to meet their current London Plan housing target for new homes, which requires an average 665 additional homes per annum to be built in the borough up to 2016/17.

4.4 The London Borough of Waltham Forest’s housing challenges are multi-faceted. There is a need for more affordable homes to buy and rent; existing housing across all tenures needs repair and improvement; and homelessness needs to be prevented and reduced

4.5 The Borough’s Housing Strategy is focused on three priorities:

* + Building new homes.
  + Making the most of the homes that they have
  + Creating successful communities.

4.6 Under the three strategic priorities, there are ten broad objectives and a set of more detailed commitments, and it is within this strategic context that WFHA will want to work with The Borough in helping deliver these key priorities during the term of this Business Plan.

4.7 For further information; the borough’s strategy can be found at www.walthamforest.gov.uk/housingstrategy.

**Value for Money (VfM)**

4.8 VfM regulatory standards set out the outcomes that Registered Providers are expected to achieve and the specific expectations of the HCA as regulator. The standards are classified as either ‘economic’ or ‘consumer’, with WFHA’s own VfM Strategy approved by its Board in March 2013. **(Appendix 3)**

4.9 The HCA sets out its approach to regulating this standard, including what providers can expect from the HCA as regulator, and an explanation of the questions HCA will ask, and why, when seeking assurance that our economic standards are being met.

4.10 WFHA will publish its achievements annually.

**5. OVERVIEW**

5.1 Looking forward to the furture, this plan outlines our aims for the future growth of the

organisation and how it will achieve these, whilst improving existing services and ensuring value for money.

5.2 We will be looking at all business opportunities in and around the London Borough of Waltham Forest that will benefit our tenants and the residents of the borough generally.

5.3 Working with our partners, we will review our progress and this plan to meet any changing needs or legislation.

**6. POLITICAL ECONOMIC SOCIAL AND TECHNOLOGICAL ANALYSIS (PEST)**

6.1 WFHA recognises that there continue to be significant changes in the sector and that it needs to constantly scanning the horizon to identify the key political, economic, sociological and technological factors that are affecting WFHA. It will review these factors periodically by using a PEST analysis or similar.

**7. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS (SWOT)**

7.1 The Board and Senior Management will undertake a SWOT analysis periodically to identify the strengths, weaknesses, opportunities and threats; with the results shown below:

|  |  |
| --- | --- |
| **Strengths**   * Size of business – closer to tenants and their needs * Strong Customer Service ethos * Experienced staff with low turnover * Good track record and reputation * Local accountability * Financial stability * Commitment to recording and , addressing diversity issues * Tenant Involvement * Supporting People skills * Sound skills base * Expertise in sheltered housing and support services * Dependability /reliability * Good partnerships (refer to Appendix 9) * Continuous improvement culture | **Weaknesses**   * Size of Business – may have implications on resources or gaps in skills that have to be “brought” in * Relatively Short-term Supporting People Contracts * reliance on key staff covering wide-ranging tasks * Restricted ability to build financial surpluses |
| **Opportunities**   * Focus on communities * Neighbourhood management procurement and supply chain * Partnering, strategic partnerships and alliances * Efficiency * Increasing demands for homes * Engaging with new structures to influence local priorities. * Supporting People procurement * Capacity to extend existing services * Development | **Threats**   * Stock Condition Costs * Funding (Supporting People) * Increasing staff pension costs * Controls on Rental streams * Reputational damage from service failures * Competition from other service providers * Shifts in funding priorities. * Increased entrance into the social rented sector by private developers * Key staff leaving/retiring |

**8. ANNUAL OPERATIONAL OBJECTIVES**

8.1 This strategic analysis has helped support the development of themed operational objective which, because of the size and constraints of WFHA, will be carried out generically across the business to deliver the Business Plan objectives. The key areas that have been identified which are explored below under various headings: Asset management; Business Development and Growth; Continuous improvement; Customer Services; Diversity; Financial Objectives; Governance and Regulation; Neighbourhoods and Financial Inclusion; Our Objectives for Sustainable Communities; Organisational effectiveness; Procurement; Support; Strategic Partnerships; Sustainability; Tenant Involvement

**Asset management**

8.2 WFHA is developing an Asset Management Strategy that focuses on stock investment issues post Decent Homes. . An Asset Management Action Plan has been developed to achieve this **(Appendix 10 – Asset Management Action Plan and Strategy).**

Specifically WFHA will:

* Ensure that its property assets are held to meet the objectives of the Association;
* Link strategies for the management and maintenance of existing assets with the (possible) procurement of new developments;
* Manage the assets in line with its current Business Plan objectives and funding;
* Integrate within the WFHAs’ risk management framework;
* Meet the HCA’s regulatory requirements;
* Maintain the stock to a good standard with a balanced portfolio;
* Ensure that the stock complies with all relevant regulatory and statutory obligations.

**Existing Stock**

8.3 Our existing stock consists of a mixture of purpose built blocks and street properties, some of which have been converted into flats. A stock condition survey was carried out in 2010 and implementation of the programme started in 2012/13. This Business Plan contains details of how we propose to fund these works.

8.4 WFHA , as part of the this strategy, reviews the reasons why particular stock is held, balancing income, management and maintenance costs, against current and future demands, on a regular cycle.

8.5 This may result in WFHA undertaking option reviews to remodel, demolish or sell some properties. It is important that we are clear that our existing stock meets the objectives of the Association, especially whether the stock is financially viable and/or how much money is lost each year on retaining certain stock.

8.6 Some of the typical factors that may be included in the financial appraisals for schemes are shown below:

* Handover date
* Grant level
* Rental and Service Charge income
* Scheme surplus
* Operating margins
* Current value (Book value)
* Investment costs
* Potential rental values
* Potential capital return

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**Business Development and Growth**

8.7 WFHA’s ability to develop new affordable schemes in the area is, to a certain degree, limited by its size and financial resources, and by not currently being an approved development partner. This is an area that WFHA will continue to explore, in addition to increasing the management of homes through strategic partnerships with other Housing Associations.

**Development**

8.8 The Board will support the active pursuant of development opportunities and for them to be fully investigated.

8.9 WFHA will complete full financial appraisals and risk assessments for all of our schemes and report findings to the Board.

**Business Development**

8.10 WFHA continue to work with partners in the voluntary sector to develop new cost effective projects for the benefit of its tenants and the wider community.

8.11 WFHA tendered for the LBWF Contract for all SP funded older people’s services in the borough and retained their two existing contracts with three year contracts starting in October 2013. We will pursue similar opportunities should these arise in the future in LBWF and within the NE London region.

**Continuous improvement**

8.12 WFHA continued to follow a structured approach to continuous improvement and will look to consolidate in a number of areas. **Appendix 4 – Performance Targets**

8.13 The Association has been awarded external accreditations for its Floating Support services for older people.(See 3.10 and 3.11).

8.14 We appointed a new ‘Out of Hours’ repairs service supplier (April 2012) and awarded new contracts for lift consultancy and maintenance (April 2013).

8.15 Work on implementing the outcomes of the Stock Condition Survey continues, with a revised and updated programme for priority works and their longer-term financial implications.

8.16 We have Revised and updated the 30 Year Financial Plan to include full implementation of SCS works and the various options for financing.

8.17 Our VfM strategy was formally approved by the Board in March 2013 and, as part of the Financial Plan, year-on- year targets are established and monitored.

8.18 An effective framework for risk has been established which includes robust monitoring by SMT, MMT and Board, managing through its Audit and Risk committee, (**Appendix 5– Strategic Operational Risk Map**).

**Customer Services**

8.19 WFHA will further develop its Customer Services by building upon the restructure of the Housing Services Team.

8.20 The maintenance service will be re-evaluated to ensure tenants receive an effective service in 2014/15.

8.21 Building on this, WFHA then reviewed the other “central” function – Finance In 2012. Assisted by an external consultant, we similarly focused on clarifying and strengthening the central support functions of the team.

8.22 Towards the end of the 2012 the new finance structure was confirmed: IT support was relocated, primarily to the new external support providers (Mazars) and the team streamlined from two full-time and one part-time post to, two full-time Finance Officer posts, with different lead areas and mutually supportive.

**Diversity**

8.23 WFHA expects all of its contractors and partners to demonstrate a commitment to equality of opportunity, and there is a requirement that all these organisations will sign up to WFHA Equality Policy when joining in WFHA’s Approved Maintenance Contractors and Consultants lists.

8.24 As an organisation WFHA has an action plan (Appendix 12 Equality Action Plan), which relates to the six main strands of diversity, nine protected characteristics of equality. It regularly reports against its plans to the Board. WFHA is also accredited by the Chartered Institute of Housing (CIH) for equality.

8.25 WFHA are members of Language Line to help enable communication and empower relationships with tenants, where English is not their first language.

8.26 WFHA continues to gather wide ranging information on its tenants and the services it provides, which in turn influences the way it delivers its service.

**Financial Objectives**

8.27 WFHA has a robust financial position and has consistently generated surpluses over the years. It is WFHA’s aim to maintain this position and will:

* Use a robust financial model to project the impact of our Business Plan over 30 years.
* Ensure that all financial covenants with lenders are achieved, with sufficient headroom as contingency against unforeseen circumstances.
* Provide resources to accelerate the stock re-investment programme and ensure that Decent Homes Standards that WFHA have achieved are maintained.
* Consider resources to subsidise new developments subject to financial constraints, in addition to Government grant funding if available, to provide better value for money and meet our growth targets.
* In addition, any funds generated through property disposals as part of our asset management will be recycled to support our growth objectives.
* Increase WFHA’s underlying operating surplus through improved efficiency and greater control on costs.

8.28 The financial projections for the next 30 years are included within the 30 year plan, based on various assumptions, e.g. it excludes taking on significant development opportunities. (Appendix 9).

**Governance and Regulation**

8.29 The Board of Management comprises of members from a variety of backgrounds, who contribute a wide range of skills and expertise. They meet on a regular basis to ensure that they closely monitor the work and finances of the Association. The Board seeks to reflect the community which the Association serves.

8.30 WFHA recruits members with the range of skills to manage its business effectively in a variety of ways. Reputation and networking can lead to interest from prospective members as well as local interest, advertising and voluntary forums. (See Governance Manual – Recruitment section).

8.31 WFHA has adopted the National Housing Federation’s Code of Excellence in Governance and is compliant with its requirements.

8.32 WFHA will also develop a regulatory approach to governance and has established a strong working relationship between Board Members and Tenants and developing our governance arrangements with them. Tenant Board Members are recruited directly by the tenant Focus Group.

**Neighbourhoods and Financial Inclusion**

8.33 The Tenant Focus Group are to review their handbook and implement a Terms of Reference.

8.34 Residents are very much in favour of improvements, regeneration and development of schemes to support community safety.

**Our objectives for sustainable communities**

* Creating Sustainable Communities.
* Enabling the right housing choices to be made.
* Creating solutions for homeless people and supported living, when possible.
* Making good quality, safe neighbourhoods.
* Creating economic opportunities.

**Organisational effectiveness**

8.35 WFHA recognises that people are the greatest resource that they can have, and a motivated and well trained workforce is crucial to the achievements of the business goals, with the right people with the right attitude and tenant focus in the right jobs at the right time. (**Appendix 6 – WFHA Staff Organisation Structure)**

8.36 WFHA will maintain its commitment to staff training, building on the work already carried out.

8.37 Equally, WFHA support staff will continue to receive and ensure that they remain well equipped and knowledgeable to discharge their duties.

8.38 WFHA has now moved to its new office premises, after an extensive refurbishment and improvement programme. The premises are on the ground floor of one of the schemes in Walthamstow, with better disabled access, larger and more flexible space.

8.39 With the new location being more central within the borough and providing better public transport links, including two separate links into the City and Central London, WFHA are able to also host external national and local meetings.

**Procurement**

8.40 WFHA is developing a specific Procurement Strategy (Appendix 11), with the key aims being to ensure that the Association delivers high quality services at the best possible price; recognising that quality is essential for its tenants through effective procurement projects, contract management and constructive supplier/contractor relationships/ partnerships.

8.41 A procurement action plan has been developed to achieve this (Appendix 11 Procurement Action Plan).

8.42 It will look to promote efficient, effective and economical procurement throughout the organisation as well as ensuring a consistent and corporate approach by all members of staff at all levels.

8.43 The strategy will also seek to ensure that it continues to increase the levels of the tenant involvement in procurement activities. Ensuring all Equality Policy and Strategy objectives are incorporated into all the procurement activities, adopting the Egan principles from ‘Rethinking Constructing’ and developing a partnered approach to the procurement of the Repairs and Maintenance contracted services.

**Support**

8.44 WFHA’s floating support model is now fully implemented and central to providing the effective delivery of person-centered and needs-based services day-to-day to its sheltered tenants.

8.45 Despite the reduction in Supporting People (SP) funding, WFHA has maintained the support staff complement and continues to deliver quality services within the sheltered schemes.

8.46 In 2012, WFHA’s support services were inspected by the London Borough of Waltham Forest Supporting People team. The inspection comprised a series of meetings with staff and Tenant/Service users, training meetings and the provision of paper-based evidence in line with the Quality Assessment Framework (QAF).

8.47 WFHA achieved external accreditations in 2013 (see 3.10 and 3.11)

**Strategic Partnerships**

8.48 Partnership is something to which we should all aspire, and WFHA recognises that this can be an effective means of achieving value for money and bringing in additional resources. (**Appendix 7 – Benchmarking Groups**)

8.49 At a strategic level, WFHA will work with the London Borough of Waltham Forest and contribute to their housing, homeless and supporting people strategies, strategic tenancy policies and other relevant strategies, in addition to its work with Support Partners, The Police and Health authorities.

8.50 With the arrival of the Health and Social Care Act 2012, there is greater emphasis on joint working with the local Health and Adult Social Care organisations. This includes voluntary and public sector, such as Healthwatch, Whipps X hospital, Clinical Commissioning Group (CCG) and London Borough of Waltham Forest.

8.51 Projects such as improved Hospital Discharge procedures, dementia and joint assessments are areas of work that WFHA are involved in but there will be further opportunities, local, regional or national that WFHA would be interested in to benefit not only their existing tenants, but prospective tenants and residents in the area of our work.

8.52 WFHA maintains its existing partnerships, providing Support and Housing Management at Millennium House for the landlord London & Quadrant, providing support services to Southern Housing Group tenants at Lewis House, Peach Court and providing Housing Management to borough tenants at James Lane.

8.53 WFHA continues to work with other support providers, currently: Outward Housing, Outlook Care and Family Mosaic, who provide support to its Learning Disability schemes.

8.54 WFHA is committed also to partnership working within the Solomon project. Formed in 1998, the Solomon Project has its focus always more than just a benchmarking organisation. It has notched up an impressive list of achievements through partnership and collaboration. It is currently reviewing its activities and membership.

8.55 Solomon also work closely with SolFed, our South London counterparts, on joint activities. It represents some 320 staff, who in turn manages over 4,000 tenancies. Within this grouping we have an enviable range of specialist expertise which is recognised and respected within the sector.

8.56 Whilst WFHA see a range of opportunities both individually and collectively in the future, it will from time to time critically evaluate partnerships to ensure there is opportunity and positive impact, and that WFHA time invested is not disproportionate to benefits gained.(**Appendix 8 – Current Stakeholders and Partners**)

**Sustainability**

8.57 WFHA’s effective carbon reduction strategies will be targeted to be embedded in their core values, influencing strategies within Housing and Support functions. WFHA will need to approach energy management in a broad way, mindful of its portfolio and size of Association.

8.58 Part of this review will be establishing a cost effective approach to carbon and energy reduction, following a hierarchy that emphasises the most cost effective approaches first. Reducing the carbon footprint of our tenants, improving the energy efficiency and ratings of our properties, along with ensuring the uptake of renewable energy sources are all areas that we would be seeking to address.

**Tenant Involvement**

8.59 WFHA recognised that as a good landlord it needs to be accountable to its tenants. It fully recognises that its tenants must have information and opportunity to hold WFHA accountable and to shape service delivery.

8.60 A Tenant Focus Group has been active since 1998 and has representation from its sheltered, supported and general needs schemes. There are places for tenant members on the Board, providing a conduit for information flow between Board and Tenant Focus Group.

8.61 The Focus Group meets bi-monthly at WFHA’s offices and is facilitated by an external facilitator, and they may look at one subject in detail often inviting a speaker to talk about specific issues or set up sub groups if required. It has been involved in reviewing a range of activities including:

* Governance review
* Welfare Reform and impacts
* Stock condition works
* Lift tenders
* New Website
* WFHA’s 50th Anniversary celebrations
* Sheltered Support Services tender

8.62 The Group challenges constructively, and in the future are also looking to become involved with:

* Induction processes for new members
* Updating the Tenants’ Handbook.
* Terms of Reference

8.63 WFHA continues, as routine, to offer choice when carrying out cyclical and planned work; choosing colour schemes for finishes for kitchen units, worktops and flooring.

8.64 The Board at their 2013 Awayday, highlighted the need for greater information on Tenant Involvement and links with the Board. This is a priority in 2014. Proposals for reviewing tenant involvement will be discussed by the Board, Staff and Focus Group.

8.65 WFHA wants to achieve more and recognises that the next step change is around greater tenant accountability, which is all part of a wider web of landlord accountability.

8.66 The last tenant’s survey was carried out in 2011 with the next one due in 2014. From the feedback, we had, there were a lot of positives but we have been working to improve on the areas that were not so positive. This generally was feedback following complaints or repairs; the reduction in support service following the cuts to Supporting People Grant; Estate Inspections and grounds maintenance. As part of our survey in 2014, we will provide updates from the last one.

**9. DIGITAL INCLUSION**

9.1 WFHA are keen to ensure that tenants who need access to an IT system can. More and more information is now required on line, particularly since the introduction of the changes to Welfare Reform. In our Sheltered Schemes we have carried out consultation and all but one of them, where there are communal facilities requested the provision of IT equipment. We have been piloting easy to use front page software that makes the use of email and the internet accessing photographs much simpler.

9.2 We have also been working with on a pilot to provide better communication links with our tenants as well as being able to check their welfare, regardless of age or disability. Working in partnership with Housing Proactive, we have installed phase 1 of our project that keeps us in touch with those tenants who have chosen to be part of the project and phase two and three will be completed in 2014/15.

9.3 We are now looking at other forms of communication suited to the needs of our tenants.

**10. CONSULTATION PROCESS**

10.1 In the formulation of this Business Plan, key stakeholders have been involved, including Board and the Tenant Focus Group, Senior Management Team and staff. Intelligence from current stakeholders and partners in particular the London Borough of Waltham Forest has also been a major source of information for the Business Plan.

**11. IMPLEMENTATION**

11.1 The approved plan been approved will be translated into priorities for 2014 -15, which identify target dates and key persons responsible. Its implementation will be monitored and reported to the WFHA Board. Individual staff objectives will be reviewed regularly at their one to one and appraisals.