



WNC / NPH Governance Framework

Implementation Approach & Plan

September 2022

4OC

Purpose of this document

This planning document is designed to:

1. Set the context within which implementation activity is required
2. Confirm the assumptions & principles which underpin the approach
3. Determine the activities required to implement the Governance Framework
4. Provide a sequenced view of those activities





Context

- Through a series of co-design workshops, a governance approach has been designed to determine assurance activity and collaborative working opportunities between WNC & NPH
- The approach has been formalised through the creation of a Governance Framework and associated appendices (e.g. Terms of Reference documents)
- The elements of the Governance Framework (the various meetings and forums) are currently at different levels of maturity
- An approach and plan for implementation is required to ensure that:
 - The differing requirements for implementing various elements of the Framework are considered
 - Implementation activity is engaging and ensures the successful initiation of the Forums
 - The requirement to ‘test and learn’ is built into the implementation approach to ensure fine-tuning of the framework over time



Principles of Partnership Working

Good Communication and Relationship

Good communication and effective relationships between NPH and WNC is critical. Clear communication and relationship nodes are essential for developing a mature relationship, trust and empowerment.

WNC-NPH Governance Framework

The Framework will be underpinned by explicit structures that set out clearly defined roles and responsibilities for both organisations and individuals. This will set out clear performance monitoring, reporting and parameters for reviewing arrangements as the relationship evolves.

NPH and WNC Strategic Alignment

Clearly alignment between WNC objectives and those of NPH are essential. This includes core housing management services and the wider portfolio of services delivered by NPH on behalf of WNC. It includes risks appetites, direction of travel and priorities.



Resourcing and Valuing Clienting Function

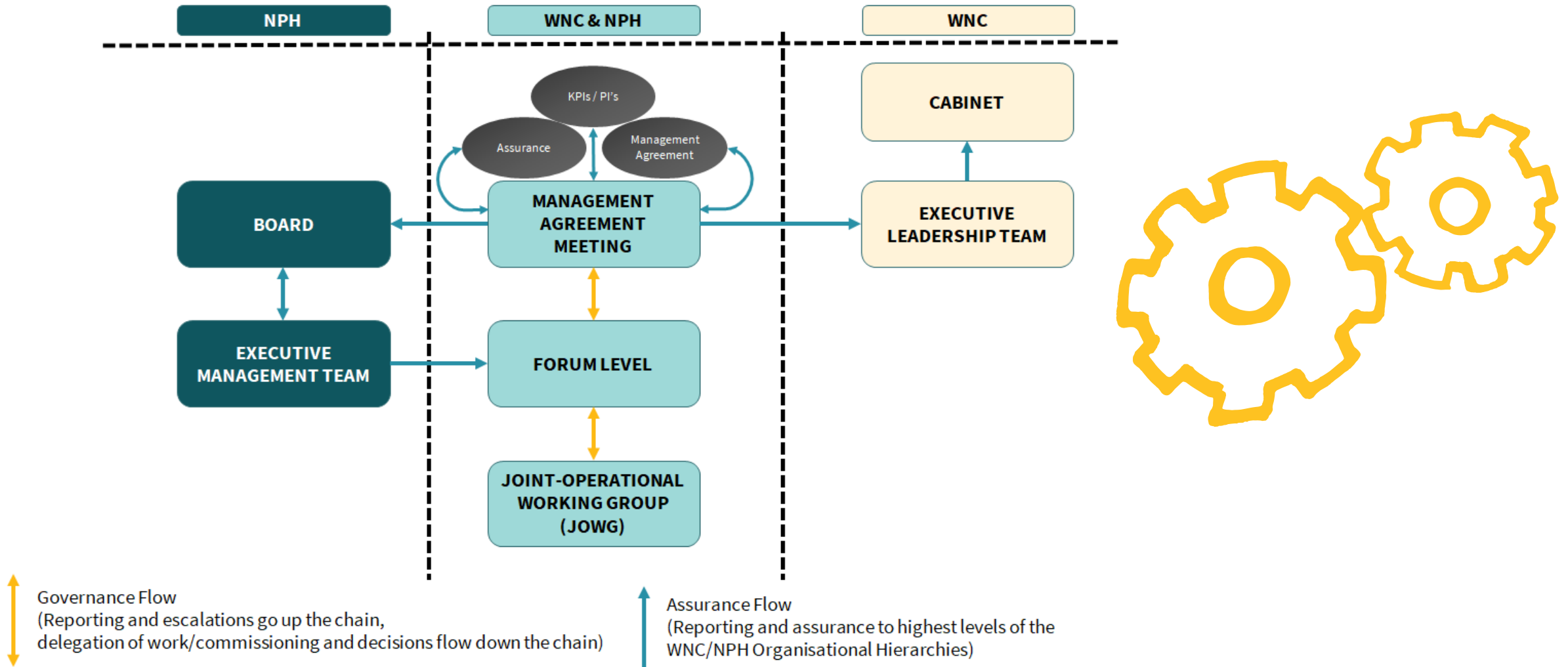
WNC will ensure that sufficient resources are in place for effective clienting relationship. This will both support and challenge the NPH, and commitments within WNC.

Setting Roles and Responsibilities

As the relationship continues to evolve, this will come with enhancements and ambitious delivery of services. WNC will set its overall housing strategy and wider corporate strategies. NPH is responsible for setting its own strategic priorities to support WNC and tenants needs. WNC will need to be responsible for agreeing outcomes, setting budgets to achieve outcomes, and monitoring performance. Establishing roles and responsibilities is therefore critical.

High-Level Governance Model

Governance will be split into three main levels, with strong interaction between the levels:



High-Level Governance Model

Each level has a distinct purpose:

Joint-Operational Working Groups (JOWG)

NPH and WNC groups that are structured around the day-to-day management of service areas within the WNC-NPH relationship e.g., customer service engagement working group.

They allow NPH and WNC representatives to discuss specific problems, day-to-day risk and issues, and progress joint operational activities.

Forum Level (People, Place, Finance and Resource Forums)

Formal elements of the WNC-NPH Governance Framework.

They allow the strategic alignment between the organisations and cover high-level discussions, decision-making, assurance monitoring and, where appropriate, approvals and escalations on the relevant areas.

Management Agreement Meeting

Meetings with a specific, long-standing remit surrounding the oversight and development of the WNC-NPH Management Agreement.

They are quarterly meetings to enable monitoring of NPH's performance against the Management Agreement.



Current Maturity

The individual components of the Governance Framework are at differing levels of maturity:

Joint-Operational Working Groups (JOWG)

Many of these conversations already take place, with varying degrees of regularity and standardisation. Gaps have been identified, and it will be part of the role of the Forums to ensure the relevant operational groups are engaged and meeting regularly.

People Forum

There has not been a People Forum to date, and so this will be newly established as part of implementation.

Place Forum

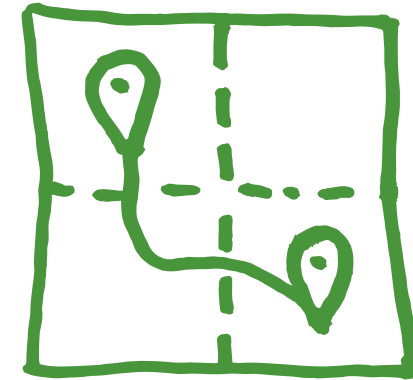
A Place Forum has previously been in place, but has not met for some time, and so will need to be re-established as part of implementation.

Finance and Resource Forum

A Finance Forum is already established and meets currently. It will need to be adjusted in line with the new Terms Of Reference contained within the Governance Framework.

Management Agreement Meeting

The Management Agreement Meeting is a long-standing governance mechanism. It will be re-established as part of implementation.





Assumptions & Principles

Implementation Assumptions

- All elements of the Governance Framework should be in place and fully functional by Feb 2023, with the Place and Finance & Resource forums starting in October 2022.
- WNC & NPH will resource and complete all engagement and implementation activity internally.
- As implementation will be resourced internally, there is no requirement for an implementation cost model.
- The current Finance forum will be repurposed as the Finance & Resource forum as per the Framework & Terms of Reference.



Implementation Principles

- Implementation activity will be collaborative and shared between WNC & NPH.
- Implementation activity will be tailored depending on the current status of each forum / meeting.
- Implementation will include opportunities for stakeholders to provide feedback and for the approach to be refined and improved over time to ensure all elements of the Governance Framework are fit for purpose.
- Implementation activity will be phased / staggered to reduce the impact on internal resources.
- The Partnership Manager & Officer will lead on implementation. If they are not in post in a timely manner then another dedicated resource will be identified to take ownership of delivery.
- Senior responsible people for implementation from each organisation will be assigned to the implementation project (Dale Robertson on behalf of NPH, and Jacqueline Brooks on behalf of WNC).

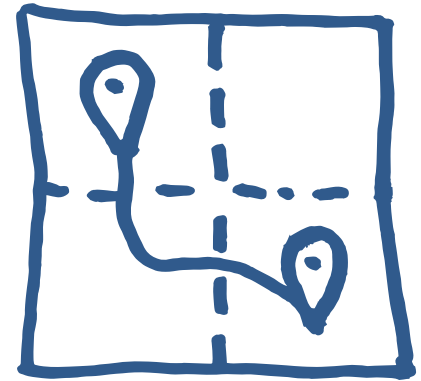




Implementation Approach

Implementation Approach

- The implementation of each monthly forum will require three months of activity, broadly broken down as:
 - Month 1: **Plan** (Preparation / initiation activities)
 - Month 2: **Do** (First forum completed, follow up activities)
 - Month 3: **Review** (Feedback and refinement activity, second forum completed)
- The Governance Framework and relevant appendices (e.g. Terms of Reference) form the detailed reference material to guide all implementation activity
- Only one monthly forum will be initiated each month to ensure that resources required to support all of the implementations are not put under undue pressure.
- The formation / initiation of any additional Joint Operational Working Groups is not part of this implementation plan, although it may happen concurrently.

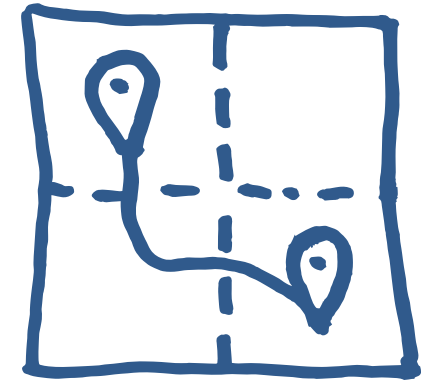
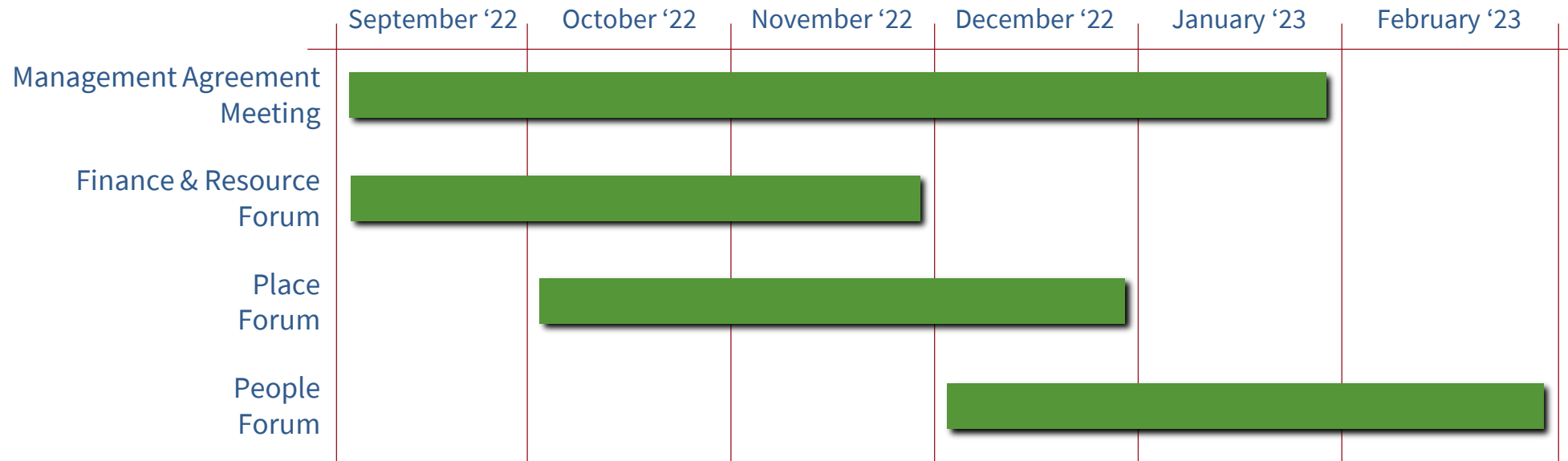


Implementation Approach

Priorities have been set as follows:

- P1: Contractual requirement, and / or is currently already in place & requires minimal effort to implement
- P2: A pre-existing governance forum, but needs to be re-established
- P3: A new governance forum which needs to be initiated from scratch

Indicative Implementation Roadmap



Implementation Activities (Monthly Forums)

Plan

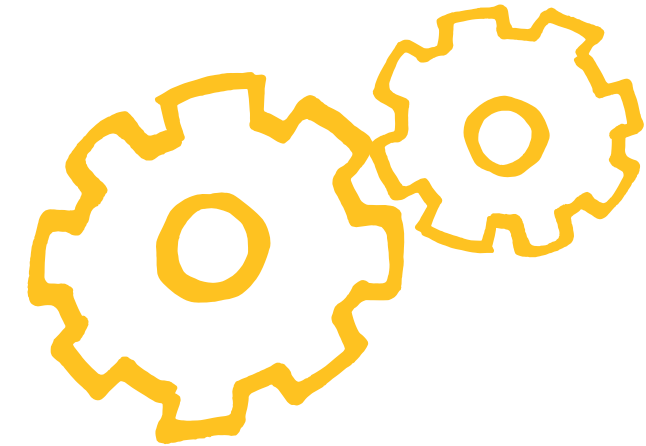
- Initial Comms from Chair to all attendees / stakeholders introducing new forum
- Standard templates (reports, papers, presentations etc.) drafted & circulated
 - Logistics (agenda, location etc.) confirmed
- Forum Invitation sent out to attendees
- Deadline & requirements for papers / reports confirmed

Do

- Receive papers / reports etc
 - Distribute papers / reports etc to attendees
- Run 1st Forum meeting
- Complete follow-up activities (minutes, updated RAID log, commissioning of work etc.) and distribute

Review

- Design & distribute post-forum feedback form to all attendees
 - Collate & review feedback responses
- Determine refinements / adaptations to the forum
 - Make changes (e.g. amended forward agenda, changes to templates etc.)
- Plan & run 2nd Forum Meeting

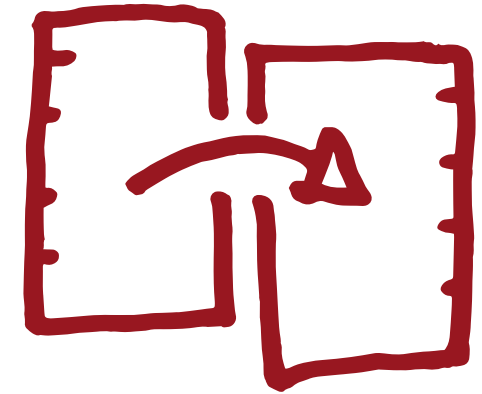




Activity Sequencing

Activity Sequencing (Monthly Forums)

| Week -5 | Week -4 | Week -3 | Week -2 | Week -1 |
|---|--|---|--|---|
| Initial Comms from Chair to all attendees / stakeholders introducing new forum / new version of forum | Standard templates (reports, papers, presentations etc.) drafted & circulated | Logistics (agenda, location etc.) confirmed Forum Invitation sent out to attendees Deadline & requirements for papers / reports confirmed | Design post-forum feedback form | Receive papers / reports etc Distribute papers / reports etc to attendees |
| Week 0 | Week +1 | Week +2 | Week +3 | Week +4 |
| Run 1st Forum meeting Complete follow-up activities (minutes, updated RAID log, commissioning of work etc.) and distribute Distribute post-forum feedback form to all attendees | Logistics (agenda, location etc.) confirmed Forum Invitation sent out to attendees Deadline & requirements for papers / reports confirmed Collate & review feedback responses | Determine refinements / adaptations to the forum from feedback received Make changes (e.g. amended forward agenda, changes to templates etc.) | Receive papers / reports etc Distribute papers / reports etc to attendees | Run 2nd Forum meeting Complete follow-up activities (minutes, updated RAID log, commissioning of work etc.) and distribute |



Activity Sequencing: Challenges

| Challenge | Suggested Mitigation |
|--|---|
| <p>Based on the 5-week lead time for implementing a new or reconfigured monthly forum, time is already extremely tight to successfully launch a forum under the new format in October.</p> | <p>Condense the pre-launch activity for the Finance & Resource forum to a period of 3 weeks (from 5 weeks) to allow the first monthly meeting to take place in October</p> |
| <p>Engagement activity (via the EMT & ELT) is scheduled to take place in the first week of October. This presents additional challenges for launching a forum in the new format in October.</p> | <p>Ensure that the first Finance & Resource meeting is scheduled at least 2 weeks after the engagement sessions to allow pre-launch activity to take place immediately following the engagement sessions.</p> |
| <p>The implementation period includes the Christmas break, where all project activity becomes more challenging to deliver.</p> | <p>The plan has been adjusted so that none of the forums will have their first monthly meeting scheduled in December.</p> |
| <p>Recruitment activity to fill the positions of Partnership Manager & Partnership Officer have not been successful to date. These roles were presumed to be lead resources for implementation activity.</p> | <p>Request to secure Seb Greene as a resource for the duration of the implementation period to operate as implementation lead.</p> |

