

<b>Value for Money Strategy</b>
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## **SCOPE**

1. This strategy defines what Value for Money (VfM) means to CGA and outlines CGA's approach to providing cost effective services that also create social value for our customers and the wider community. This is an overarching strategy that consolidates CGA's thinking on traditional VfM and demonstrates how CGA will continue to deliver services that provide a clear and purposeful social return.

## **VALUE FOR MONEY (VfM)**

2. VfM is a concept that has been around for over 20 years and has been defined as the relationship between economy, efficiency and effectiveness, sometimes also known as the value chain.
3. VfM not only measures the cost of goods and services, but also takes account of the mix of quality, cost, resource use, fitness for purpose, timeliness, and convenience to judge whether or not, together they constitute good value. VfM is high when there is an optimum balance between economy, efficiency and effectiveness – relatively low costs, high productivity and successful outcomes.
4. VfM and Efficiency are important for any organisation. A lack of focus on VfM in an organisation can lead to financial difficulties and poor services that are not cost effective, and which will ultimately result in dissatisfied customers and limited opportunities to generate a social return.

## **BACKGROUND TO VfM AT CGA**

5. This strategy refreshes the previous approach approved by the Board in March 2013. This strategy also incorporates the Procurement Strategy, as we now have a more robust framework in place which is delivering significant VfM outcomes. Effective

Procurement at CGA is one of the fundamental tools for delivering improved VfM, and our procurement track record over the past 3 years demonstrates this.

6. We have a good track record in achieving VfM and aim to build upon these achievements by striving to make further improvements in the future. As a result of the previous strategy we have:
- a strong Board focus on VfM – all Board Reports include a section on the Financial and Value for Money Implications of the proposal and under this section we detail the options considered to ensure that we are getting best VfM from the recommended option;
  - a VfM strategy embedded across the organisation with VfM being considered at all levels when making decisions;
  - a robust procurement policy and framework embedded across the organisation, that has resulted in significant procurement savings across the business;
  - re-procured 42 contracts over the last 3 years, delivering annual cash savings of £575k and estimated savings over the life of the contract of £2.106m;
  - a good understanding of our cost base and performance and have compared this with other organisations that have led to targeted improvements in cost and / or quality benchmarks;
  - produced an annual VfM Self Assessment demonstrating to our stakeholders how we have continued to improve the VfM of the services we deliver;
  - brought services in house where the business case demonstrates that this will lead to business efficiencies; services we have brought in house include the Repairs service, resulting in annual savings of over £1m and the Grounds Maintenance Service, resulting in an enhanced service and improved customer satisfaction with no increase in costs;
  - carried out a review of our non housing assets and relocated our Head Office from Deltic House to Harbour House resulting in cost savings of over 22% against the Deltic House comparator;
  - secured inward investment to support the development of new homes (£5.8m) under the Affordable Housing Programme, creating opportunities to grow our business by providing additional housing;

- continued with our grant funded loft insulation programme and the installation of eco condensing gas boilers and showers to reduce costs save energy as part of our annual investment programme, saving money for our customers.
7. The need to deliver VfM services is becoming increasingly important given the economic environment CGA is operating in. The 2015 Emergency Budget announced a 1% Rent Reduction for a 4 year period from 1<sup>st</sup> April 2016 which resulted in a reduction in income of £8.323m over the 4 year period and a recurring annual reduction in income of £3.5m thereafter. Welfare Reform is continuing to impact on CGA and has the potential to significantly reduce the level of income collected. This may also adversely impact the range and/or the quality of services that we can provide. In order to continue to provide high quality services to our customers it has never been more important for us to make the most efficient use of our resources and assets in order to continue to deliver our objectives; in summary we need to provide more for less; that is to deliver greater VfM.
  8. In addition, the majority of our customers are likely to face reductions to their disposable income which will impact on their quality of life. As part of this we also want to ensure that we maximise the social value we create to mitigate the adverse impact of some of the other economic and social pressures facing our customers.

## **REGULATORY/LEGAL BACKGROUND**

9. The objective of the social housing regulator is to support a viable, efficient and well governed sector, with providers delivering value for money in their social purpose and objectives. The regulator's expectations of providers in delivering VfM are set out in the VfM Standard, published by the Homes and Communities Agency (HCA) as part of the "Regulatory Framework for Social Housing in England introduced from April 2012."
10. The VfM standard requires each association to articulate and deliver a comprehensive and strategic approach to achieving VfM in meeting their organisational objectives.
11. CGA is required to:

- have a robust approach to making decisions on the use of resources to deliver our objectives, including an understanding of the trade-offs and opportunity costs of its decisions;
  - understand the return on our assets, and have a strategy for optimising the future returns on assets – including rigorous appraisal of all potential options for improving VfM including the potential benefits of alternative delivery models – measured against the organisations purpose and objectives;
  - have performance management and scrutiny functions which are effective at driving and delivering improved VfM performance;
  - understand the costs and outcomes of delivering specific services and which underlying factors influence these costs and how they do so;
  - demonstrate to stakeholders how we are meeting this standard. As part of this process, we are required, on an annual basis to publish a robust self assessment which sets out in a way that is transparent and accessible to stakeholders how we are achieving VfM in delivering our purpose and objectives.
12. The Regulator considers value for money as an integral part of an associations compliance with the economic standards. As part of an In-Depth Assessments (IDA) the HCA will seek assurance of the association’s compliance with the VfM Standard, including how the individual provider maximises it’s return on it’s assets and how it makes decisions on the use of its resources to maximise delivery of the organisation’s objectives. As part of this assessment, the regulator will specifically seek assurance that associations understand the unit costs derived from accounts data and, importantly, the reasons why they are higher or lower than other providers. The Regulator will seek assurance that associations and their boards are challenging themselves to make the best possible use of their resources to deliver their social purpose and objectives. Where the Regulator does not have sufficient assurance that this is the case, it will reflect this conclusion in the associations published governance grade.
13. The Public Services (Social Value) Act came into force on 31 January 2013. Registered Providers (RP’s) such as CGA are required to comply with the Act. It also requires

RP's to define the social and economic value and impact of the services they offer when tendering for a service from a local authority or another relevant body.

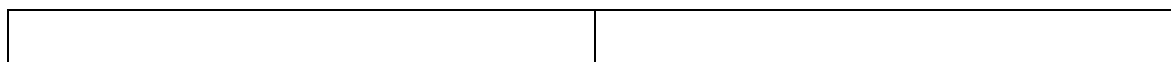
### **WHAT DOES VALUE FOR MONEY (VfM) MEAN FOR CGA?**

14. VfM for CGA is about the cost effective delivery of the things we must do, in order to create the financial capacity to do the things we (and our customers) want to do in order to maximise the social value we create. Inputs such as physical assets (houses) and human assets (staff and/or procured services) are funded predominantly by income from rents and service charges from our customers, and therefore we must ensure that we utilise this income in a way that achieves VfM and maximises the social value CGA creates.
  
15. CGA strives to deliver the services that matter to our customers in the most cost effective way. We believe that by improving our services in response to customer requirements, we will make a significant contribution to the sustainability and growth of the communities in which we operate. Our goal is to achieve the best VfM for customers and this strategy sets out the approach and plan for achieving this ambition.

### **CGA's APPROACH TO DELIVERING VALUE FOR MONEY**

16. CGA's approach to delivering VfM consists of six elements that, when considered collectively, provide a comprehensive and joined-up framework for continuing to provide excellent services to our customers.

Governance, Culture & Customer Focus	Performance Management
Financial Management	Procurement
Asset Management	Social Value



**Diagram 1: CGA's VfM Framework**

## **Governance, Culture & Customer Focus**

17. This is about continuing to ensure that VfM is embedded into the culture of the Association and continuing to monitor and measure its effectiveness. The philosophy that CGA embraces with regard to VfM is about leadership, ownership and accountability. It is also about ensuring that we get the right strategic balance between cost and quality and meeting customer needs. CGA has finite resources to provide services and so customers have an interest in ensuring that these are deployed to best effect. Providing VfM in services should free up resources and investment to target areas of greatest importance to our customers.

We will continue to have:

- A strong strategic focus on VfM from the Board, the Executive Leadership Team (ELT) and the Senior Management Team (SMT);
- Service values and behaviours which reflect the importance of VfM;
- Customer involvement in setting out service priorities, standards and choices which are informed by clear information about resources;
- Customers actively challenging and scrutinising service delivery, quality, performance and costs;
- A clear VfM plan including a focus on priorities and agreed targets for improving VfM, based on an assessment of where further efficiencies can be made;
- Consideration of cost and performance 'in the round' in order to make judgements about VfM and to inform decision making;
- Quality assurance reporting to ensure that services do not deteriorate as a result of pursuing efficiencies, therefore avoiding simple cost-cutting;
- A clear and challenging option/ business case appraisal process.

- A clear process to ensure that gains are redirected into areas prioritised by tenants and not used to absorb increased spend elsewhere.

### **Performance Management**

18. It is essential that CGA maintains a robust performance management framework in order to support the effective delivery of customer services and enable the Board and the Corporate Management Team to understand current performance and identify areas for continued improvement.

We will continue to:

- have a robust performance management framework in place enabling informed targets to be set and monitored and corrective action to be taken where appropriate, ensuring the objectives within the Corporate Strategy are successfully achieved;
- routinely measure the cost and quality of our services to inform service planning and delivery, seeking to ensure that we deliver cost effective services;
- use benchmarking comparisons and collaborative working with other social housing providers to identify best practice and assess the capacity to improve;

### **Financial Management**

19. CGA conducts its business within financial constraints and we must ensure that we operate on a sound financial footing in both the short and medium term whilst delivering services which provide value for money and quality for our customers. For effective use of resources and delivery of VfM we must:

- maintain a robust and viable Medium Term Financial Plan and Business Plan;
- maintain a robust financial management framework that ensures resources are effectively allocated and monitored and that income collection and inward investment into CGA is maximised in order to achieve our corporate priorities;

- have a comprehensive understanding of our costs and cost drivers to ensure that business decisions are underpinned by a sound business case supported by a robust cost/benefit analysis;
20. By operating in this way we exercise discipline and competence around the use of resources which is critical to VfM.

## **Procurement**

21. Procurement is the process of acquiring goods, works, services and supplies from external suppliers and contractors. The process spans the whole life cycle from the initial identification of the requirement through to the end of service contract or the end of the useful life of a purchased asset. Effective procurement provides an optimum balance between price (the total cost of ownership associated with the purchase) and quality, whilst meeting the user's specific requirements.
22. The achievement of VfM requires consideration of the following factors in addition to price:
- Fitness for purpose (quality, suitability for the task to be undertaken etc.);
  - Delivery and availability against price;
  - Whole-life costs or 'the cost of ownership' (e.g. maintenance, operating and disposal costs);
  - On-costs (e.g. transport and storage);
  - The transactional cost of procurement itself (e.g. the time spent on sourcing, the cost of raising the purchase order and paying the invoice).
23. Every year CGA spends in the region of £16 million on a wide range of goods, works and services to manage and maintain its properties and to keep the organisation running.
24. To effectively control this expenditure and to ensure that maximum VfM is achieved, CGA needs a culture and capability of best practice procurement across the organisation.



25. We recognise that through effective procurement there is the potential to achieve significant efficiencies whilst ensuring that the services we deliver become increasingly effective. We will deliver effective procurement by continuing to:
- increase the awareness and knowledge of procurement across CGA;
  - review the robust procurement and governance arrangements currently in place at CGA;
  - adopt a category management approach to procurement at CGA;
  - actively assess and decide to procure, re-procure or renegotiate a range of contracts to ensure we are receiving the right mix of service at competitive prices.

### **Active Asset Management**

26. A key component of CGA's Asset Management Strategy is to link asset management to the sustainability of tenancies. This is to ensure that property investment is targeted to priority areas which will sustain tenancies, income, avoid waste and enable decisions to be taken that generate a better return on our assets and support our growth strategy.
27. In line with the HCA's requirement that housing associations have a forensic grip on their assets, CGA has stock condition information on 100% of its housing assets. We aim to continue this approach, demonstrating a good understanding of our assets, their value and how they are used to support the cost effective delivery of our corporate objectives. We will continue to:
- Understand the financial return on all of our assets and make informed choices to invest or divest as appropriate;
  - Understand the non-financial factors relating to our assets and neighbourhoods, that if not managed appropriately have a financial impact e.g. anti-social behaviour, reputation of the area and tenant sustainability;
  - Agree and resource a plan to implement measures to improve the financial return on our assets.

28. Active Asset Management relates not just to housing assets, but also non-housing assets. We actively manage our non housing assets and ensure that they provide VfM. As such we have reviewed our Head Office accommodation and relocated to a new office in November 2015 and also have future actions to review all our other non-housing assets including the Gateway GreenCare Grounds Maintenance depot and the former offices located within our estates.

### **Social Value**

29. CGA is a social business that exists to produce social value. Social value is the impact of an activity or service on the social fabric of a community and the well being of individuals and families. Such impacts can be measured in terms of changes in levels of health or crime, sustainability, education, community cohesion and diversity. In order to maximise social value we will continue to:
- proactively consider the short and long term outcomes of any planned investment, understanding who the beneficiaries are and how we evidence outcomes;
  - maximise the benefits that procurement can bring to the local economic, social and environmental well-being of an area, ensuring that the principles of the Public Services (Social Value) Act 2012 are followed, whilst having due regard for the financial efficiency of expenditure.

### **DELIVERING THE VfM STRATEGY**

30. The VfM Strategy sets out the strategic direction for CGA and confirms the VfM framework that will be used to ensure that we continue to provide our customers with VfM services that generate social value. The Strategy is complemented by a range of other strategies, policies and procedures that are already in place. The key documents are:
- The Corporate Strategy (and supporting performance management framework);

- The Business Plan and Medium Term Financial Plan;
  - The Community Empowerment Strategy;
  - The Asset Management Strategy;
  - The IT Strategy;
  - The People Strategy;
  - The Equality and Diversity Strategy.
31. The VfM Strategy provides an approach which brings these together, considers all areas that contribute to VfM and social value to ensure nothing is missed, and provides a holistic view of achievement and performance.

## **ROLES AND RESPONSIBILITIES**

32. Board members, CGA staff, customers and suppliers all have a responsibility for delivery of VfM and social value. We have defined these to achieve a balance between the stakeholders and to embed VfM and social value at all levels.

### **The Board**

33. The responsibility for setting and overseeing the VfM Strategy ultimately rests with the Board. In addition the Board has responsibility for monitoring and reviewing progress, have due regard for VfM and social value when setting strategic direction, organisational policy and considering business proposals.

### **ELT and SMT**

34. The execution of the VfM Strategy ultimately lies with the ELT and SMT but will be led operationally by the Head of Finance supported by the Procurement and Value for Money Officer. ELT is responsible for reviewing VfM and social value achievements and reporting to FADC on an annual basis.

### **CGA Staff**

35. All staff should be aware of their responsibilities for achieving VfM and social value throughout the business wherever they are, and will be encouraged to support and

share initiatives and successes. The Strategy will be communicated to all staff via Team Briefings and other internal briefings.

### **GTC**

36. Progress on the VfM Strategy will be reported to GTC on a regular basis and they will provide feedback and views on the progress, impact and direction of the strategy to the Board from a customer perspective.

### **MONITORING AND REVIEWING PROGRESS**

37. Progress and achievements will be shared with Board, staff and customers through regular reporting and feedback which will include:
- Regular reporting of performance against strategic and operational KPIs to Board, staff and customers in an accessible way;
  - Regular reporting to Board, staff and customers on financial management, the achievement of efficiency gains and social value measures;
  - The annual VFM self assessment to be included in the Financial Report and Accounts;
  - The Annual Report will include an update on all CGA's activities, with a clear focus on social value gains;
  - Frequent features highlighting all aspects of VfM to be included in Gateway News, Gatepost, Purplenet, Core Brief, CGA's website, etc.

### **STRATEGY REVIEW**

38. This strategy will be reviewed every three years by the Board. The Action Plan will be reviewed on an annual basis and updated as appropriate.

## **Value for Money & Procurement Strategy Action Plan**

<b>Ref</b>	<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Target Date</b>	<b>Lead</b>	<b>Tenant Involvement</b>	<b>Source of Action</b>
<b>Governance, Culture and Customer Focus</b>							
1	Review of Corporate VfM Strategy, action plan, policies and procedures (including Financial Regulations and Standing Orders)	Updated VfM Strategy and associated docs agreed by FADC and Board	FADC and Board approval of VfM Strategy and updated Financial Regulations	Strategy – Sept 2016  Financial Regulations – November 2016  (Action Plans on an Annual basis)	Head of Finance	GTC Finance Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
2	Communicate approved VfM Strategy to all staff.	Clear vision & understanding of VfM & Procurement  VfM & Procurement embedded across CGA	Briefing completed and staff have a good understanding of expectations	October 2016	Head of Finance	GTC Finance Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
<b>Financial Management</b>							
3	Maintain good relationships with the Lenders, ensuring that	Funding in place to deliver CGA's priorities in line with the	All loan covenants with the Funders are complied with and	Annual	Director of Resources		Corporate Strategy Finance &

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
	we provide robust financial information and adhere to the agreed loan covenants	Business Plan	compliance certificate signed off by KPMG				Growth Strategic Theme (Financial Management)
4	Complete an annual review of our compliance with the Regulator’s Governance and Financial Viability Standard, the Rent Standard and the Value for Money Standard	CGA remains a financially sound organisation with strong governance	CGA retains its G1/V1 assessment from the HCA	March 2019	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Financial Management)
5	Annual review and approval of the Business Plan and Medium Term Financial Plan, reviewing the key assumptions and stress testing the key risks.	Resources are allocated in line with the Corporate Strategy (and the Corporate Strategy is adequately resourced, to deliver our priorities)	Business Plan and Medium Term Financial Plan approved by Board	March 17 (Annually)	Director of Resources	GTC Finance Action Group	Corporate Strategy Finance & Growth Strategic Theme (Financial Management)
6	Complete a review of our Treasury Management arrangements.	Sufficient short and longer term funding to increase our financial resilience and provide greater capacity to our deliver growth objectives.	Outcome of treasury management review reported to Board for approval and recommendations of review implemented	April 2017	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Financial Management)

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
7	Undertake a review of our current pension arrangements.	CGA's pension arrangements are in line with other similar organisations and affordable within the Business Plan.	Outcome of pension review reported to Board for approval and recommendations of review implemented	April 2018	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Financial Management)
8	Undertake an independent assessment of our financial management and reporting arrangements and implement the agreed actions.	Assurance that CGA's reporting arrangements are fit for purpose	Outcome of review reported to Audit and Risk Committee and recommendations of review implemented	October 2016	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Financial Management)
9	Deliver cost savings of c£3.9m by March 2019	CGA's Business Plan remains viable	Annual targets of £1.2m by 31/03/17 £2.5m by 31/03/18 £3.9m by 31/03/19	March 2017 March 2018 March 2019	Director of Resources	GTC Finance Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
10	Improve the quartile position of the operating margin (when compared to others)	Improved Value for Money	Annual targets of Median by 31/03/17 Middle upper by 31/03/18	March 2017 March 2018	Director of Resources	GTC Finance Action Group	Corporate Strategy Finance & Growth

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
	from the lower middle quartile to the upper quartile by March 2019		Upper by 31/03/19	March 2019			Strategic Theme (Value for Money)
11	<p>Develop a Gateway Propertycare Business Plan to secure and deliver external works, increasing turnover and profitability</p> <p>Develop a SupportLine Business Plan to secure additional income through increased corporate and private monitoring contracts</p> <p>Undertake market analysis and use findings to develop a viable package of management services for sale; to be actively promoted within the public and private sector.</p>	Increase turnover by x%/£ through selling our services to a wider range of clients	Measures will be in place by the end of 2016/17	March 2019	Director of Customer Services	GTC	Corporate Strategy Finance & Growth Strategic Theme (Financial Resilience)



Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
12	Increase the level of income generated through continuing to successfully acquire and develop new homes for rent and sale	Increase turnover by x%/£ through development of new homes for rent and sale	Measures will be in place by the end of 2016/17	March 2019	Director of Community Regeneration	Property Investment Action Group	Corporate Strategy Finance & Growth Strategic Theme (Financial Resilience)
13	Develop and implement the Preston Vocational Centre Business Plan, focussing on sustainable growth.	Increase the turnover of Preston Vocational Centre to £400k	Annual targets of £325k by 31/03/17 £375k by 31/03/18 £400k by 31/03/19	March 2017 March 2018 March 2019	Director of Community Regeneration		Corporate Strategy Finance & Growth Strategic Theme (Financial Resilience)
14	Reduce income loss through void properties	Void rent loss minimised	Annual void rent loss targets are achieved 0.85% for 2016/17 tbc for 2017/18 tbc for 2018/19	March 2017 March 2018 March 2019	Director of Customer Services		Corporate Strategy Finance & Growth Strategic Theme (Financial Resilience)
15	Maximise rental income collected	Income collection maximised	Annual targets of 98.20% for 2016/17 tbc for 2017/18 tbc for 2018/19	March 2017 March 2018 March 2019	Director of Customer Services	GTC Rents Action Group	Corporate Strategy Finance & Growth Strategic Theme (Financial Resilience)

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
16	Set an annual target for Inward investment into the organisation	CGA can deliver greater output for benefit of customers	Target set  Target achieved	August 2016 (target)  March 2017 (results)	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
<b>Active Asset Management</b>							
17	Complete an options appraisal on our lowest value housing assets and our non-housing assets, identifying and implementing action to improve the return from these assets.	Increase in the average net present value of the lowest performing 5% of stock	Measure tbc	tbc	Director of Community Regeneration	GTC Property Investment Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money) and Quality Homes and Sustainable Tenancies Theme (Asset Management)
18	Generate additional income through more effective use of non-housing assets.	Greater financial return generated from CGA's assets.	Annual Target	March 2019	Director of Community Regeneration	GTC Property Investment Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money) and Quality

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
							Homes and Sustainable Tenancies Theme (Asset Management)
19	Review the use of all community buildings, offices and depots and implement the recommendations	Confirmation that the value of all non-commercial accommodation that has been retained  Plan in place to change the use of the accommodation or to terminate the lease/sell the property if it is not providing Value for Money	Croft Street review completed and outcome reported to ELT  Community buildings review completed and outcome reported to ELT  Moor Nook office review completed and outcome reported to ELT	March 2017	Facilities Manager	GTC	Corporate Strategy Finance & Growth Strategic Theme (Value for Money) and Quality Homes and Sustainable Tenancies Theme (Asset Management)
<b>Performance Management</b>							
20	Agree framework and timetable for future service reviews based on areas of high cost and low performance	Service Review Framework and timetable in place	Service Review Framework and timetable approved	Dec 2016	Performance & Improvement Manager	Tenant Scrutiny Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
21	Review benchmarking information issued by HCA, and Housemark	CGA cost base understood	Report considered and presented to CMT	October 2016	Head of Finance	GTC Finance Action Group	Corporate Strategy Finance &

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
	<p>Benchmarking to ensure that the cost drivers and performance indicators are understood and that the reasons for any variations when compared to other similar organisations are understood.</p> <p>Agree strategy to reduce unit costs and/improve performance</p>	<p>Target savings identified for services that are high cost and/ service improvements agreed</p>	<p>Reduction in costs without any loss in service quality/improved quality of service</p>	<p>Dec 2016</p>	<p>Head of Finance</p>		<p>Growth Strategic Theme (Value for Money)</p>
<b>Procurement</b>							
22	<p>Review of VfM Strategy, action plan, policies and procedures (including Financial Regulations and Standing Orders)</p>	<p>Updated VfM Strategy and associated docs agreed by FADC and Board</p>	<p>FADC and Board approval of VfM Strategy and updated Financial Regulations</p>	<p>Strategy – Sept 2016</p> <p>Financial Regulations – November 2016</p> <p>(Action Plans on an Annual basis)</p>	<p>Head of Finance</p>	<p>GTC Finance Action Group</p> <p>Tenant Scrutiny Group on VfM</p>	<p>Corporate Strategy Finance &amp; Growth Strategic Theme (Value for Money)</p>

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
23	Re-procure the Voids Clearance and Cleaning contract	New contract in place that delivers improved Value for Money for CGA	New contract in place	September 2016	Head of Property Services	Gateway Property Care Action Group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
24	Re-procure the Commercial Cleaning contract	New contract in place that delivers improved Value for Money for CGA	New contract in place	June 2017	Facilities Manager	GTC Volunteer on procurement project group	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
25	Re-procure the Vehicle Fleet Contract	New contract in place that delivers improved Value for Money for CGA	New contract in place	July 2017	Facilities Manager	GTC	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
26	Re-procure the GPC Drainage Contract	New contract in place that delivers improved Value for Money for CGA	New contract in place	September 2016	Head of GPC	GTC Sub Groups	Corporate Strategy Finance & Growth Strategic Theme (Value for

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
							Money)
27	Re-procure the Asbestos contract	New contract in place that delivers improved Value for Money for CGA	New contract in place	March 2017	Head of GPC	GTC Sub Groups	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
28	Re-procure a new web site for CGA	New contract in place that delivers improved Value for Money for CGA	New contract in place	Jan 2017	Communications Manager	CTC	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
29	Re-procure internal audit service	New contract in place that delivers improved Value for Money for CGA	New contract in place	March 2017	Director of Resources		Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
30	Ensure all lower value contracts are procured in line with CGA's procurement policy	New contract in place that delivers improved Value for Money for CGA	New contract in place	March 2017	Procurement & VfM Officer	GTC Sub Groups	Corporate Strategy Finance & Growth Strategic Theme (Value for

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
							Money)
31	Provide Procurement refresher training across the Business as required	Increased procurement knowledge across the business & more effective procurement	All relevant employees have sufficient procurement knowledge to enable the annual procurement plan to be implemented	March 2019	Procurement & VfM Officer	GTC Sub Groups	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
32	Complete a comprehensive procurement programme that results in a reduced number of suppliers, competitive prices and better management control	Efficiency savings through better procurement	Reduced number of suppliers  Procurement efficiency savings	March 2019	Procurement & VfM Officer	GTC Sub Groups	Corporate Strategy Finance & Growth Strategic Theme (Value for Money)
<b>Social Value</b>							
32	Produce an Annual Resident involvement impact assessment	Evidence of Social value captured	Resident Involvement Impact assessment approved by Board	March 2017	Community Empowerment manager	GTC	Corporate Strategy Our People Theme (Empowerment)
33	Produce a year end report to showcase the work completed and social value created by the mini bus service, the coffee, cake and computer club sessions, the support provided to	Evidence of Social value captured	Social Value impact report presented to CMT.	March 2017	Community Development Officer	GTC	Corporate Strategy Our People Theme (Empowerment)

Community Gateway Association – Value for Money Strategy  
July 2016 Version 5

Ref	Action	Outcome	Measure	Target Date	Lead	Tenant Involvement	Source of Action
	Community organisations and projects and community led environmental work						
34	Increase income for CGA and its customers by obtaining additional funds through benefit take up	Provide advice and assistance to minimise impact of Welfare Reform and improve residents financial wellbeing	Reduction in the number of tenancies terminating as a result of financial difficulty/affordability	March 2017	Tenancy Support Services Team Leader	GTC Rents Action Group	Corporate Strategy Quality Homes and Sustainable Tenancies Theme (Specialist Services)