

Value for Money Policy

1.0	SCOPE
	Purpose
1.1.	This document sets out whg's approach to value for money (VFM). This Policy is intended to provide an overarching framework to guide work within whg on VFM.
1.2.	whg's approach and culture of achieving VFM is to ensure money is spent well and achieve optimal use of whg's resources. VFM is not simply about reducing costs.
1.3.	Within the VFM Strategy whg is committed to ensuring that whg delivers VFM for our customers and stakeholders. This is fundamental to whg's mission 'Dedicated to the success of our people and places'.
	Legal and regulatory framework
1.4.	The Policy is aligned to the requirements of the Regulator of Social Housing (RSH), as specified within its Value for Money Standard and code of practice.
2.0	POLICY STATEMENT
2.1.	whg will seek to embed VFM principles in all it does, ensuring the approach complements the objectives of the Corporate Plan and conforms to the RSH Regulatory Standards. The five E's (economy, efficiency, effectiveness, equity and ethics) are at the heart of the VFM Strategy and alongside the aims will ensure its success.
2.2.	The Board will own and lead the approach to achieving VFM in meeting its corporate objectives.
2.3.	whg will ensure all colleagues understand their individual and collective responsibilities for achieving VFM. Specifically, this will involve: <ul style="list-style-type: none"> including VFM as an integral part of any operational plans; making VFM a key consideration in all work-streams, reports, projects, initiatives and service reviews; ensuring colleagues are aware of whg's commitment to VFM, through briefings, training and other initiatives and the requirement to contribute to VFM through the work they do; and

	<ul style="list-style-type: none"> training relevant colleagues in the use of benchmarking techniques to enable meaningful evaluations of the efficiency of activities at service level.
2.4.	Ultimate responsibility for whg's strategic approach to delivering VFM rests with the whg Board and the Group Executive Team (GEXEC). The Corporate Director of Finance is responsible for the effective implementation of this Policy across the business.
2.5.	whg Board and its Committees will demonstrate robust and thorough decision making in line with whg's corporate objectives. Board and Committee Members will challenge the VFM implications of decisions and take a lead on benchmarking the efficiency of whg services against those of our peers.
2.6.	Decision making at all levels will be focused on optimising the value of assets and services and whg will take a proactive approach to asset management and service delivery. whg will research best practice and consider alternative delivery models and rationalising our assets where such actions would be appropriate and in the best interests of our customers.
2.7.	Effective decision making requires high quality evidence. whg will maintain accurate records of our assets and customers and strive for a high standard of data quality.
2.8.	whg will engage with customers in order to set VFM priorities. Customers will also play a key role in scrutinising whg's activities and benchmarking our performance with our peers. whg will ensure involved customers are given appropriate training and development opportunities to enable them to hold whg to account as effectively as possible.
2.9.	whg will seek to optimise VFM gains in the procurement of all contracts. All procurement activity will follow the processes set out in whg's Procurement Policy and accompanying guidance notes. Of particular importance is whg's commitment to market testing where appropriate and fully optimising the benefits of our significant purchasing power.
3.0	PERFORMANCE MEASURES
3.1.	<p>whg will set measurable VFM targets on an annual basis. Specific details of the targets and whg's performance will be reported in the annual statutory accounts to enable stakeholders to understand:</p> <ul style="list-style-type: none"> performance against whg's own VFM targets and the metrics set out by the RSH; and how that performance compares to peers with measurable plans to address any areas of underperformance, including clearly stating any areas where improvements would not be appropriate and the rationale for this.

3.2.	whg will also measure the social impact, which will be detailed in our Social Impact report, to ensure activities deliver the maximum benefit possible to customers and communities. Social impact assessments will help to evidence which interventions are most effective and embed VFM considerations into our work.
4.0	EQUALITY AND DIVERSITY
4.1	The Policy is aligned to the requirements of the RSH, as specified within its Value for Money Standard and code of practice. Equality and diversity will be encompassed in this.
5.0	TRAINING AND DISSEMINATION
5.1.	Section 2.3 deals with a wide range of training and briefings. In addition, the RSH website will be monitored for any relevant training, which will be rolled out as necessary.
6.0	MONITOR AND REVIEW
6.1	This Policy will be monitored by the Corporate Director of Finance and reviewed every three years by the GEXEC.
6.2	whg will produce an annual VFM statement in the financial statements in line with the RSH's Regulatory Standard. This will outline the most significant VFM achievements from the previous twelve months and evidence the year on year improvements whg is making. An annual statement evidencing compliance with the VFM standard will be provided to the Board.
6.3	whg will also monitor VFM through Board and GEXEC reports, reviews of operational plans, benchmarking, budgets, management accounts and the Business Plan.
6.4	This Policy will be reviewed every three years or sooner in the event of significant regulatory or legislative change.
7.0	ASSOCIATED DOCUMENTS, POLICIES AND PROCEDURES
7.1	Documents, policies and procedures associated with this Policy are: <ul style="list-style-type: none"> • Financial Viability and Governance Standard 2015 • Value for Money Standard 2018 • Value for Money Code of Practice April 2018 • Value for Money Metrics -Technical note guidance 2023 • Value for Money Strategy 2019-2024

Document author	Director of Finance
Document owner	Director of Finance
Legal advice	No legal advice required
Consultation	Governance
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Review Date	October 2026
Corporate Plan aim	<ul style="list-style-type: none">• Deliver a strong business, fit for today and prepared for tomorrow
Equality Assessment	N/A
Key changes made	Policy updated to align with Value for Money Standard