

CITY OF
WOLVERHAMPTON
C O U N C I L

Cabinet Meeting

Wednesday, 22 March 2023

Dear Councillor

CABINET - WEDNESDAY, 22ND MARCH, 2023

Enclosed is an amended Appendix 1 to agenda item 5 (Wolverhampton Homes Delivery Plan 2023-2024) for consideration at the Cabinet meeting on Wednesday, 22nd March, 2023.

If you have any queries about this meeting, please contact the democratic support team:

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Wolverhampton Homes Annual Delivery Plan 2023 – 2024

The seven pillars of the Charter for Social Housing Residents (CSHR) sets out what our customers can expect from Wolverhampton Homes:

1. To be safe in your home. The government will work with industry and landlords to ensure every home is safe and secure.
2. To know how your landlord is performing including on repairs, complaints, and safety, and how it spends its money, so you can hold it to account
3. To have your complaints dealt with promptly and fairly, with access to a strong Ombudsman
4. To be treated with respect, backed by a strong consumer regulator, and improved consumer standards for tenants
5. To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board
6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair
7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow

Corporate Services – Julie Haydon, Director								
Ref.	Service Area: Corporate Services							
No.	Area	Outcome	What is required	Performance and Service Delivery Monitoring	Charter for Social Housing Residents	Consumer Standards	Lead officer	
Page 3 1.	Our Future	Deliver on Our Future plans to ensure that the company is skilled and fit for purpose	<p>People:</p> <ul style="list-style-type: none"> • Staff are engaged and skilled to undertake their roles for the good of the company and customer • Embed a range of people strategies that support the development of a modern workforce to recognise the diversity of staff and customers • Ensure effective leadership and management is in place across the business • Develop Board members, senior teams, and staff so that they positively contribute to the success of the organisation • Create a thriving environment where all staff feel they belong and can bring their best selves to work • Maximise employee engagement opportunities taking into account motivation and expectations <p>Change Management:</p> <ul style="list-style-type: none"> • Embed a company-wide project management approach for all areas of change <p>Service Delivery:</p> <ul style="list-style-type: none"> • Review service provision and delivery to ensure it is fit for purpose 	<p>H-HR1 Average number of working days lost through sickness</p> <p>Strategies to support workforce equality and diversity monitored and reported to WH Board and to be presented to quarterly monitoring meeting (WHDPQMG)</p> <p>Board and Staff development strategies to be presented to WH Board and WHDPQMG</p>	1, 2, 3, 4 & 5	Tenant Involvement and Empowerment Standard	<p>Head of Business Services</p> <p>Head of People</p> <p>Head of OD&EE</p> <p>Head of Customer Experience</p>	

			<p>Accommodation:</p> <ul style="list-style-type: none"> A full review of accommodation WH Facilities 	Changes to service provision and delivery to be reported to WHDPQMG			
2.	Governance and Compliance	The company is compliant with all areas of governance and regulation	<p>Governance:</p> <ul style="list-style-type: none"> Delivery of robust governance arrangements <p>Health and Safety:</p> <ul style="list-style-type: none"> WH complies with and delivers on relevant H&S requirements <p>Business Continuity:</p> <ul style="list-style-type: none"> WH is resilient to period of disruptive change and is able to respond to major emergencies 	Reported to WH Audit and Business Assurance Committee, WH Board and WHDPQMG	1, 2, 3, 4 & 5	Tenant Involvement and Empowerment Standard	<p>Head of Business Services</p> <p>Head of Customer Experience</p>
3.	Digital and Data	A robust digital and data strategy exists to drive the objectives	<p>Systems:</p> <ul style="list-style-type: none"> A full review of business wide systems and system development opportunities <p>Digital:</p> <ul style="list-style-type: none"> Increase the use of the digital offer to support customer engagement <p>Data:</p> <ul style="list-style-type: none"> Decisions driven by data 	Reported to WH Communities and Service Delivery Committee, WH Board and WHDPQMG	1, 2, 3, 4 & 5	Tenant Involvement and Empowerment Standard	<p>Head of Business Services</p> <p>Head of Customer Experience</p> <p>Head of People</p>
4.	Customer Experience	Customers at the heart of all decision making	<p>Customer Experience</p> <ul style="list-style-type: none"> Support the delivery of the overarching customer experience strategy and associated action plans Ensure consistent advice is provided at all front-line touch points Integration of solution focussed outcomes into business delivery – ensuring learning from complaints is identified and addressed Resident involvement, influence, and scrutiny 	<p>H-HD1 Calls answered</p> <p>H-HD3 Number of calls abandoned</p> <p>BS-CF1 Percentage of complaints handled within target time (Stage 1 and Stage 2)</p> <p>H-HD4 Percentage of Tenants satisfied with Homes Direct Call Handling</p> <p>BS-SAT1 Percentage of tenants satisfied with the overall service the landlord provides</p>	1, 2, 3, 4, 5, 6 & 7	<p>Tenant Involvement and Empowerment Standard</p> <p>Neighbourhood and Community Standard</p>	<p>Head of Customer Experience</p> <p>Head of Organisational Development and Employee Engagement</p> <p>Head of Homeless</p>

				Delivery of the overarching customer experience strategy and action plans reported to WH Communities and Service Delivery Committee, WH Board and WHDPQMG			
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Homes and Communities – Angela Barnes, Director

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Ref.	Service Area: Homes and Communities						
No.		Outcome	What is required	KPI Measure	Charter for Social Housing Residents	Consumer Standards	Lead officer
1.	Sustaining tenancies	Prevention of tenancies coming to a premature end by providing the necessary information, advice, and support for tenants to be able to maintain their tenancies	<p>Consistent whole company overview and approach to the issue of preventing tenancy failures and homelessness and to plan and make improvements in this area.</p> <p>Pre-tenancy measures and initiatives which assist in the identification of tenants at risk, and by developing initiatives which identify in advance vulnerable potential tenants.</p> <p>Provision of tailored support throughout any tenancy, catering for the changing needs of households, including financial inclusion, tenancy support and early intervention services to our tenants at any stage of their tenancy should they require it.</p>	H-TM8 % of Tenancies where no contact has been made within 12 months	4 & 6	<p>Tenant Involvement and Empowerment Standard</p> <p>Tenancy Standard</p>	Heads of Services, Homes & Communities
2.	To ensure that estates are safe and clean, where people feel they belong and where anti-social behaviour is not tolerated	<p>Estates are kept free of litter and fly tipping, with open spaces maintained</p> <p>Estates are safe environments with opportunities for children to play and in which tenants and residents have a vested interest and sense of belonging</p> <p>Anti-social behaviour is dealt with promptly and effectively, to minimise the impact on individuals and the wider community.</p>	<p>Improved local awareness and communication around estate issues, ownership, and swift actions to resolve issues, publicise success stories.</p> <p>Build relationships with key stakeholders, WH teams and communities, enhancing the appearance of neighbourhoods through redesign or minor alterations, whilst addressing localised issues.</p> <p>Be a key partner of CWC in the delivery of targeted estate-based projects, informed by local knowledge and metrics.</p> <p>Maintain high levels of performance when responding to reported incident of ASB.</p> <p>Build and monitor the level of resilience within communities and as far as is reasonably practical ensure customer expectations are managed effectively.</p> <p>Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate to increase community safety and public reassurance.</p> <p>Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.</p> <p>Continue to represent and contribute to the city's Safer Wolverhampton Partnership and build upon excellent relationships with partner organisations.</p> <p>Enhance the use of data collected from CCTV across WH managed estates and respond to situations accordingly.</p>	<p>H-ASB1 % of Customers satisfied with the way their ASB complaint was dealt with</p> <p>TSM - Number of ASB cases relative to the size of the LL</p> <p>1. anti-social behaviour cases, of which</p> <p>2. anti-social behaviour cases that involve hate incidents opened per 1,000 homes</p> <p>H-NS2 % Waste Removal/fly tipping jobs completed in time</p>	1,3,4,5 & 6	<p>Tenant Involvement and Empowerment Standard</p> <p>Neighbourhood and Community Standard</p>	Head of Tenancies & Communities

3.	Income Management	To actively develop and facilitate a culture where tenants and other customers understand and act upon their responsibility to meet their financial obligations	<p>Income streams are maximised through effective and efficient management of accounts and there is a firm but fair and equitable approach when dealing with arrears and income collection</p> <p>Active engagement between tenants, other customer, and Wolverhampton Homes in relation to their financial obligations.</p> <p>Effective and continuous conversation with all customers, with contact being appropriate to the individual and proportionate to the situation.</p> <p>Support to manage rent arrears and other financial commitments will be offered at any stage of the arrears management process, as appropriate to the tenant's circumstances.</p> <p>Link to CWC Financial Wellbeing Strategy.</p>	<p>H-HSL1 % of Service charges collected from Leaseholders</p> <p>H-IM5 % of Current Tenant Rent Arrears</p>	2 & 4,5,7	<p>Tenant Involvement and Empowerment Standard</p> <p>Tenancy Standard</p>	Head of Income
4.	Temporary Accommodation	<p>All Local Authority TA is suitable under Part 7 of the Housing Act 1996</p> <p>That B&B and hotel accommodation is used only in an emergency and effort is maintained to ensure its use is limited to less than 6 weeks</p>	Access to a sufficient supply of mixed tenure temporary accommodation that meets our requirements in accordance with our duties under homelessness legislation.	<p>HO-HS1 Temporary Accommodation spend against budget</p> <p>HO-HS2 Average time spent in Temporary Accommodation</p>	1 & 6	<p>Tenant Involvement and Empowerment Standard</p> <p>Tenancy Standard</p>	Head of Housing Solutions
Page 7	Domestic abuse policy & procedure	<p>A policy that reflects local, national, strategic, and operational guidance in response to the growing recognition of the detrimental effects that domestic abuse has on society as a whole</p> <p>A demonstration of the principle that domestic abuse is behaviour that should not be accepted and that everyone has a right to live free from fear and abuse</p> <p>Recognition of the need to share information and work in partnership with other agencies that may have greater experience of domestic abuse in order to reduce the risk of harm to victims</p>	<p>Staff having a responsibility to ensure they that they are familiar with potential signs and indicators of high risk of domestic abuse in adults and children.</p> <p>Staff have an awareness of the organisations Domestic Abuse policy and procedures.</p> <p>Work alongside other professionals and agencies in the prevention, assessment, and investigation of abuse, using the skills, knowledge, and powers of all relevant agencies appropriately in line with this policy and procedure.</p> <p>Staff must attend safeguarding training in accordance with the requirements set out within the organisation's Safeguarding Children, Young People and Adult Policies, and the Induction and Mandatory Training Policy.</p>			<p>Tenant Involvement and Empowerment Standard</p> <p>Tenancy Standard</p>	Head of Sustainment & Support

6.	Adaptations to tenanted properties	<p>Service which focuses on enabling elderly, vulnerable and disabled people to lead rich and fulfilling lives</p> <p>Service dedicated to providing advice, information, and support to anyone who needs their help, as well as supplying trusted tradespeople to make home alterations and adaptations that make daily life easier for those in need</p>	<p>Adequate staffing resources with appropriate skill set.</p> <p>Supply chain (including access to appropriate contractors) to undertake the work in a timely manner.</p> <p>Clearly defined customer pathways / communication.</p> <p>Effective working relationship with key partners.</p>	<p>Adaptations to tenanted properties monitored via KPIs</p> <p>P-AA1 P-AA2 P-AA3</p>		<p>Tenant Involvement and Empowerment Standard</p>	<p>Head of Sustainment & Support</p>
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Property Services – Ian Gardner, Director

Ref.	Service Area: Property Services						
No.	Action	Outcome	What is required	KPI Measure	Charter for Social Housing Residents	Consumer Standards	Lead officer
1.	Compliance with Regulatory requirements	<p>Ensure that WH complies with all relevant Health & Safety compliance requirements (property related)</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced, including:</p> <ul style="list-style-type: none"> - Gas Safety - Electrical Safety - Water Safety - Asbestos Safety - Fire Safety - Lifting equipment Safety - Building Safety <p>Develop work programmes to ensure new legislation is implemented and recommendations or guidance is considered</p>	<p>A range of legal duties and guidance exists to ensure WH effectively delivers its range of services to protect its customers, colleagues, and the public.</p> <p>WH will demonstrate ensure compliance with all prescribed mandatory regulations, legislation, codes of practice etc. through effective performance management and audits.</p> <p>WH regularly reviews and audits its policies and procedures.</p> <p>KPI's are used to manage and report on health, safety, environmental and compliance related activities and are reported to Board and / or, relevant committees and other stakeholders.</p> <p>Implement a Building Safety Team to support the Accountable Person, within CWC, to discharge their duties.</p> <p>Building Safety related activities are managed via the Fire Safety Committee.</p> <p>Tenant involvement in building safety.</p>	<p>COM1 - Gas Safety</p> <p>COM2 – EICR Checks</p> <p>COM3 – Passenger Lift Safety</p> <p>COM4 – Legionella water checks</p> <p>COM5 – High Risk Fire Assessments</p> <p>COM6 – Duty to Manage Asbestos</p> <p>Compliance with Health and Safety requirements reported to WH Board and WHDPQMG</p>	1, 2, 3, 4, 5 & 6	Home Standard	<p>Head of Compliance</p> <p>Head of Stock Assets and Stock Investment</p>
2.	Investment in City Assets and communities	<p>Delivery of a range of large estate regeneration, refurbishment, and Building Safety projects, including estate remodelling</p> <p>Continue to enhance the supply of housing through the innovative use of infill sites new build programme.</p>	<p>Key delivery outcomes are reported to CWC/WH Asset Management Group, Board and Scrutiny meetings, in addition to associated capital programme finance meetings, to monitor progress against:</p> <ul style="list-style-type: none"> - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan - Long Term <p>Support CWC with identifying suitable sites assist in the delivery of new build units and contribute to Council delivering its strategic housing plans.</p>	<p>Capital Finance Reporting</p> <p>To be monitored via AMG</p>	1, 2, 5, 6 & 7	Home Standard	<p>Head of Assets and Stock Investment</p> <p>Head of Capital Works</p>
3.	Develop long term investment strategies to maintain decent	<p>Cleanse and repopulate the Asset Management database</p> <p>Improve the efficacy of our Asbestos Management System</p>	<p>To improve the quality of stock condition information available to support the ongoing delivery of the asset management strategy and enable active asset management to support effective investment planning.</p>	<p>DHS Compliance TSM RP01</p> <p>EPC Data</p>	1, 2, 4, 5 & 6	Home Standard	Head of Assets and Stock Investment

	homes and reduce carbon emissions	<p>Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans</p> <p>To contribute to CWCs Strategic Climate Change and Sustainability Agenda and support the City's 2028 target</p>	<p>To provide stock condition data to inform the 30-year business plan, including component accounting and achieve decarbonisation by 2050.</p> <p>To review opportunities for redevelopment of estates, for example, non-traditional housing linked to the Asset Management Group.</p> <p>To improve the quality of stock condition information available to support the ongoing delivery of the asset management strategy and enable active asset management to support effective investment planning.</p> <p>To provide stock condition data to inform the 30-year business plan, including component accounting and achieve decarbonisation by 2050.</p> <p>To review energy efficiency and carbon reduction programmes of work.</p> <p>Develop a Carbon Reduction Strategy.</p>				
4.	Provide an efficient & customer focussed repairs service to keep customers safe.	<p>Delivery of MAGNUS transformation programme</p> <p>To develop and maximise commercial opportunities</p>	<p>Delivery of a high standard service to our customers through a repairs and maintenance policy that specifies our target timescales for assessment and remediation of reports of disrepair, damp and mould.</p> <p>Adopt a robust and proactive approach to hazard and risk management encompassing the principles of the Home Health and Safety Rating System (HHSRS).</p> <p>Adopt a communication plan that encourages customers to report any and all concerns relating to damp, mould and condensation.</p> <p>Implement major ICT transformation, including scheduling, mobile working, materials management, and job costing.</p> <p>Review Value for Money in terms of cost, quality, and performance.</p> <p>Increase performance and the collection and use of analytical data.</p> <p>Delivery of an efficient and effective Voids Management Service.</p> <p>Develop services based on customer feedback.</p> <p>WH regularly reviews and audits its policies and procedures.</p> <p>Review productivity, trading, and external market opportunities.</p> <p>Review call-down contracts to explore commercial opportunities for bringing specific services in-house.</p> <p>Implement major ICT transformation, including scheduling, mobile working, materials management, and job costing.</p> <p>Review Value for Money in terms of cost, quality, and performance.</p>	<p>Tenant Satisfaction Measures (TSM's)</p> <p>Progress of the MAGNUS transformation programme to be reported to WH Board and WHDPQMG</p> <p>Commercial opportunities and Value for Money reviewed at Financial Issues Group (FIG)</p>	1, 2, 3, 4, 5 & 6	<p>Tenant Involvement and Empowerment Standard</p> <p>Home Standard</p>	<p>Head of Repairs & Maintenance</p> <p>Head of Building Solutions</p>