

## Appendix 1 - Annual Action Plan 2020 – 2021

Housing				
Ref.	Service Area: Tenancy Management			
No.	Action	Detail	Required Outcomes	Responsible Officer
1.	Sustaining tenancies	<p>Identify and respond to tenants in need of support to look after themselves or their home.</p> <p>Promotion of sustainable tenancies through early intervention and support.</p> <p>Support behavioural change to promote tenant responsibility.</p> <p>Review of partner agencies – CAB, RMC, ACCI.</p>	<p>Company-wide approach to 'see it, report it' with every tenancy visited, at least once every 12 months by a WH officer or contractor.</p> <p>Wider integration within WH teams to enable swift intervention to provide support and stop a tenancy from failing.</p> <p>Further and sustained company-wide working to be undertaken to recover tenancies at risk of failure.</p> <p>Development of the Tenancy Sustainment Strategy.</p>	<p>Housing Managers – Tenancy</p> <p>Senior Leadership Team</p>
2.	Well managed and maintained estates	<p>Robust approach to estate inspections and the resolution of issues.</p>	<p>Improved local communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.</p> <p>Visible presence on estates including a planned review in 2020 - 2021 of Estate Inspection system processes to improve focus on performance around the resolution of estate issues.</p> <p>Continued focus on quality and promotion of good news stories to enhance the positive impact.</p>	<p>Housing Managers – Tenancy</p> <p>Neighbourhood Services Manager</p> <p>Senior Leadership Team</p>

3.	<p>Increase the use of the digital offer.</p> <p>Consistent advice &amp; service at all front-line touchpoints</p>	<p>Support customers to make use of website &amp; on-line channels.</p> <p>Identify barriers to delivering excellent front-line services.</p> <p>Analyse reasons for customer repeat visits to the OSS. Improve customer satisfaction.</p> <p>To enable the customer to receive the same level of service no matter what the enquiry is relating to, when accessing services at either OSS or Homes Direct.</p> <p>Embed excellent customer service into our behaviours, processes and transactions.</p>	<p>Aim to reduce footfall in One Stop Shops and contact with Homes Direct for basic enquiries that can be answered online.</p> <p>Free up resources to focus on those customers requiring more intensive support and those who present as homeless.</p> <p>Enhanced online offer will enable more customers to develop their digital skills.</p> <p>Delivery of a 'right time, first time' approach to repairs.</p> <p>To provide a seamless service in the reporting of repairs at the First Point of Contact.</p> <p>Develop Customer Services Strategy.</p> <p>A satisfied and committed workforce that delivers excellent service creating an innovative and learning culture to implement service improvements.</p>	<p>Head of Business Improvement</p> <p>Housing Managers</p> <p>Homes Direct Manager</p> <p>Maintenance Manager</p> <p>Organisational Development Manager</p>
<b>Ref.</b>	<b>Service Area: Anti-Social Behaviour</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
4.	Delivery of an effective anti-social behaviour service	<p>Roll-out of pilot whereby:</p> <ul style="list-style-type: none"> <li>- Advice regarding low-level nuisance is provided at first point of contact and;</li> <li>- Low level ASB is investigated and managed by tenancy</li> </ul>	<p>Customer expectations are managed effectively.</p> <p>Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate.</p> <p>Increase community safety and public reassurance.</p>	Anti-Social Behaviour Manager

		<p>officers as part of their 'estate custodian role'</p> <ul style="list-style-type: none"> <li>- More serious ASB is investigated and managed by the specialist ASB team</li> </ul> <p>Amend ASB policy to reflect the above changes.</p> <p>Undertake pro-active work with partner agencies in identified 'priority' areas to tackle ASB.</p>	<p>Fit for purpose ASB resources.</p> <p>Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.</p>	
<b>Ref.</b>	<b>Service Area: Income Management</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
5.	Deliver an efficient and effective service that maximises Income for CWC and WH	Maximisation of all income collection streams to rent, recharges, court costs, insurance, former tenant arrears.	<p>Achievement of agreed targets for current rent income collection.</p> <p>Minimise evictions and promotion of sustainable tenancies.</p>	Housing Manager Income
6.	Rent in advance	Payment of rent income in line with the tenancy agreement.	<p>Promotion of rent in advance, campaigns run throughout the year and aligned to the council's tenancy agreement. This will be linked to supporting debt reduction / prevention.</p> <p>All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy.</p> <p>Delivery of strategies to target customers who are vulnerable or identified as high risk i.e. Housing First, Unit at Tapworks, new tenancies for single males.</p>	<p>Housing Manager Income</p> <p>Head of Housing Solutions</p>

7.	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers.	Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.  Job Centre sessions for early contact with new UC claimants.	Housing Manager Income
<b>Ref.</b>	<b>Service Area: Home Sales and Leases</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
8.	Delivering more affordable housing  Supporting the growth of a quality new build rental offer	To grow the portfolio of properties including the management of the market rent WV Living properties and the CWC shared ownership units.  To ensure that Wolverhampton Homes can support any developers of private rented housing by offering a high-quality management agent service.	To achieve a better managed stock and to increase to a target of 150 properties in management for 2020 - 2021.  To work with developers to ensure their properties are of a high standard.	Home Sales & Leases Manager
9.	Effective management of the shop's premises	Effective management of the properties and re-lets.	Void levels targets – 3%. Collection rate target – 98%.	Home Sales & Leases Manager
10.	Effective income collation for leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders.	Collection rate target – 97%.	Home Sales & Leases Manager

11.	To administer the Right to Buy	To ensure compliance with RTB legislation.  To optimise the capital receipt for CWC.	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.	Home Sales & Leases Manager
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### Housing Options

Ref.	Service Area: Temporary Accommodation			
No.	Action	Detail	Required Outcomes	Responsible Officer
12.	Develop a fit for purpose portfolio of Temporary Accommodation	Review current Temporary Accommodation, identify gaps in provision and seek to procure / acquire accommodation that meets the needs of the client group, statutory requirements and can provide Value for Money.	Improved standard of CWC owned self-contained TA units.  Acquire accommodation that meets the requirements of The Homelessness (Suitability of Accommodation) (England) Order 2012 and the Council's minimum property standard for Temporary Accommodation.  Complete the options appraisal for The Whitehouse.	In conjunction with CWC  Assistant Director – Housing Options
Ref.	Service Area: Homelessness Team			
No.	Action	Detail	Required Outcomes	Responsible Officer
13.	Delivery of Homelessness Service	Aim to meet performance measures and get the right outcomes for customers.	Compliance with Homelessness Legislation.	Assistant Director – Housing Options
14.	Develop standards framework for the provision of Temporary Accommodation	Improve the standards of Temporary Accommodation in relation to quality, value and suitability.  To work with CWC strategy and housing standards to ensure	To ensure that we are using appropriate temporary accommodation balancing need versus value for money.  To ensure those who are no longer eligible for Homes in the City are given appropriate advice.	Assistant Director – Housing Options

		<p>existing temporary and any new procured temporary accommodation is of the expected standard.</p> <p>To develop a range of advice to those who are no longer identified of having a housing need.</p>		
15.	<p>As part of the Housing First initiative work to increase 'prevention' and 'move on' activity which supports Housing Options and Lettings</p>	<p>Provision of an Early Intervention service/pre-tenancy element which focusses on the early identification of customer's needs whilst working with partner agencies to assist in the delivery of support.</p>	<p>Ensures applicants are tenancy ready and engaged in a support plan which achieves stability and improved longer term outcomes for households.</p> <p>Develop an intensive service to meet the needs of entrenched rough sleeping.</p> <p>Reduce reactive spend in terms of tenancies that are in crisis or in the process of failing.</p> <p>Reduce the number of properties where keys are surrendered, or properties abandoned.</p>	<p>Head of Sustainment and Support</p>
16.	<p>Assist CWC with the implementation of the Housing Allocations Policy</p>	<p>Provide advice, guidance and support to CWC to assist them to implement and monitor the allocations policy.</p> <p>Assist to effectively communicate the changes to all stake holders.</p>	<p>A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants.</p> <p>An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies.</p> <p>Northgate System rebuild with consideration of longer term objectives around an Accessible</p>	<p>Head of Housing Solutions</p>

			Homes Solution (including full stock survey information).	
17.	Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home	<p>Develop a new operating model that supports the customer journey; optimises the successful take up of grant; loans and the effective delivery of services that support independent living.</p> <p>Implementation of the Home Improvement Agency.</p> <p>Support CWC with the development of the Aids and Adaptations Policy.</p>	<p>Effective programme of property improvements into cross tenure properties.</p> <p>The effective support for customers to access services successfully.</p> <p>The maximising of grant take up and the optimisation of spend across all key workstreams i.e. disabled facilities grants; affordable warmth and housing assistance programmes. (Including small scale handyman and social inclusion repairs).</p>	Assistant Director, Housing Options
<b>Asset Management</b>				
<b>Ref.</b>	<b>Service Area: Construction and Compliance</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
18.	Health and Safety Compliance	<p>Ensure that WH complies with all relevant Health &amp; Safety compliance requirements (construction related).</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:</p> <ul style="list-style-type: none"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> </ul>	<p>It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities.</p> <p>WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.</p>	Head of Construction

		<ul style="list-style-type: none"> <li>- Fire</li> <li>- Lifts</li> <li>- Facilities Management</li> <li>- Control of Contractors</li> </ul>	<p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>To ensure that services specifically provided and limited to retained responsibility of Tenant Management Organisations (TMOs) is undertaken in compliance with H&amp;S requirements (Management Agent).</p> <p>Ensure that the suite of robust KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>	
19.	To contribute to the CWC's Housing New Build Agenda	Continue to enhance the supply of housing through the innovative use of infill sites new build programme.	<p>To deliver on average 35 new build units per annum.</p> <p>To support CWC in the delivery of its strategic housing plans.</p> <p>To reduce anti-social behaviour; fly tipping and enhance the estate street scene.</p>	Head of Construction
<b>Ref.</b>	<b>Service Area: Stock Investment</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
20.	Capital Programme  Delivery of the Housing Capital Programme	Delivery of a range of large discrete estate regeneration and refurbishment projects and remodelling work.	<p>Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the:</p> <ul style="list-style-type: none"> <li>- Annual Capital Programme</li> </ul>	Head of Stock Investment



			<ul style="list-style-type: none"> <li>- 5 Year Asset Management Plan - Medium Term</li> <li>- 30 Year Business Plan - Long Term</li> </ul>	
21.	To review and update stock condition data	<p>To contribute to CWCs Strategic Climate Change and Sustainability Agenda and support the 2028 target.</p> <p>Repopulate the asset management database.</p> <p>Improve the efficacy of our asbestos management system.</p> <p>Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.</p> <p>Supporting CWC with a new Asset Management Strategy.</p>	<p>To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning.</p> <p>To provide stock condition data to inform the 30-year business plan and component accounting.</p> <p>To review energy efficiency programmes of work.</p> <p>To review opportunities for disinvestment for example; non-traditional housing linked to the Asset Management Group.</p>	Head of Stock Investment
22.	Respond to Grenfell investigation recommendations in terms of fire safety management	Develop work programmes to ensure that national recommendations are implemented.	<p>Strategies and funding need to be developed, agreed and implemented.</p> <p>For example; the retro-fitting of sprinkler systems in Wolverhampton’s high-rise towers blocks.</p>	Head of Stock Investment

Ref. Repairs and Maintenance / Operations (Building Solutions; Response Repairs)				
No.	Action	Detail	Required Outcomes	Responsible Officer
23.	Maintaining housing stock standards  Delivery of a robust and responsive 24hr repairs service	Review current delivery methods adopting Lean Transformation programme including ICT support systems.  Review to include out of hours service provision and Voids Management.	Delivery of a high standard service to our customers.  Review Value for Money in terms of cost, quality and performance.  Increase performance and analytical data.  Delivery of an efficient and swift Voids Management Service.	Maintenance Manager(s)
24.	Commercial Agenda	To develop and maximise commercial opportunities in connection with Asbestos, Home Improvement Agency, Private Sector Housing etc.	Review productivity, trading and external market opportunities.  Review call-down contracts to explore commercial opportunities for bringing specific services in-house.	Maintenance Manager(s)
25.	Ensure that WH complies with and delivers on all relevant Health & Safety compliance requirements (within the directorates remit)  To ensure that all mandatory and legislative requirements covering	To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:  <ul style="list-style-type: none"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> <li>- Fire</li> <li>- Control of Contractors</li> </ul>	It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities.  WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.	Maintenance Manager(s)

	all compliance activities are enforced and evidenced		WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.  Ensure that the suite of robust KPI's, with clearly defined performance outcomes.	
<b>Corporate Services</b>				
<b>Ref.</b>	<b>Service Area: Business Improvement</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
26.	Effective management of resources	To provide a detailed budget strategy to reduce expenditure budgets.  Updated VFM strategy.	A medium-term financial strategy resulting in a balanced revenue budget position with use of reserves limited to purposes of contingency and one-off investment.	Assistant Director – Corporate Services
27.	A full review of existing Performance Indicators in line with regulatory, statutory, operational compliance  System Dashboards are introduced as part of our performance framework	Implement all system changes to improve our approach to performance management.  To realign performance monitoring across the company to ensure key deliverables are monitored against the overarching Business Plan.	To improve the availability and use of performance data to inform service delivery.  Rolling programme linked to system updates and supplier release plans.  To improve the quality of performance data to interpret and enable the company to identify and manage risk and to implement opportunities for improvements.	Performance Manager
28.	Implement a company-wide project	To establish project and change management approach across the company to oversee the	Developing a robust change process.	Head of Business Improvement

	management approach for all areas of change  A full review of existing company-wide processes in line with regulatory, statutory, operational compliance	implementation of the Business Plan with particular focus around culture change and continuous improvement.	To develop ownership and understanding for managers and staff.  To identify issues that could lead to non-compliance or efficiencies along with the required remedial action.	Head of Business Services  Head of People Services
29.	A full review of business wide systems and development opportunities	To undertake a full review of existing IT systems.  To evaluate requirements for the business to deliver efficient and streamlined activity.	To improve business productivity and a cross service joined-up approach to the customer journey.	Head of Business Improvement
30.	Repurpose and redesign our website to support the customer journey	Review the design and content of the website as well as profiling of customers and their usage to meet the aspirations of the organisation and its customers.  Working with colleagues to harness customer engagement and to move to digitalisation of services.	To rebuild our website, driven from a marketing and engagement perspective. Promote the use of current self-service on-line services - moving more customers to receiving services and communicating with us on-line.  To meet accessibility compliance by September 2020.	Head of Business Improvement Marketing and Customer Insight Manager
<b>Ref.</b>	<b>Service Area: People Services</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
31.	Attract, retain and engage talented staff, to ensure they are	To implement and embed the People Deal.  To be an employer of choice.	Introduce an online recruitment, selection and induction solution.  Positively manage attendance at work.	Head of People Services

	valued, motivated and challenged			
32.	Maximise Employee Engagement across Wolverhampton Homes	<p>Complete employee survey to highlight themes for development.</p> <p>Re-establish links with staff network groups.</p> <p>Maximise internal communication channels.</p> <p>Developing a robust change process (People).</p>	<p>Full engagement with staff and staff network groups.</p> <p>Using the information from staff groups to develop a new employee engagement strategy.</p> <p>Implement actions from employee surveys to improve employee engagement.</p>	Head of People Services
33.	Develop a modern workforce to recognise the diverse needs of all customers	<p>Continue to embed the Inclusive Futures Campaign to increase the profiles of women and BAME staff in senior posts.</p> <p>Interrogate current workforce profiles and map against future business needs.</p>	Review 2019 – 2020 progress and outcomes and introduce additional measures to improve the recruitment journey.	Head of People Services
34.	Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation.	To upskill staff and Board members to increase the capability and capacity through training and development programmes, professional bodies and desired accreditation.	<p>Robust organisational Learning Needs analysis.</p> <p>Implementation of Board Development Programme.</p> <p>Implementation of Strategic Leadership Programme and Accredited Management Development Programme.</p>	Organisational Development Manager

		To develop strong dynamic and inspirational leaders with clear direction across the business.	Effective talent management and succession planning to align individual development and career aspirations.	
<b>Ref.</b>	<b>Service Area: Employability and Community Development</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
35.	Support residents within Wolverhampton to gain training and employment  Improvement of Tenant Engagement	Ensure residents have the best chance of sustaining their tenancies by gaining training, employment, work experience and volunteering.  Deliver a fit for purpose Community Development function that embeds tenant engagement across all activity in WH.  Contributing to CWC's review of engagement and Scrutiny functions.	To meet the expected targets of 150 residents and tenants engaged with coaches, or supported into provision (into work, into training, into work experience into volunteering).  Review and implementation of TPAS recommendations and realign resources to deliver a cross company approach.  Strengthening meaningful engagement putting residents at the heart of service design and review.	Head of People Services
<b>Ref.</b>	<b>Business Services</b>			
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>
36.	Improve the range and quality of Customer feedback and engagement opportunities to support service improvement and the customer experience	Improve existing channels and working across the business, introduce new and more effective ways to capture and respond to the customer voice.  Work with CWC to develop customer insight and scrutiny.	Ensuring the themes from customer feedback are recognised and reviewed to support staff to understand and respond to customer needs. Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.	Marketing & Customer Insight Manager  Organisational Development Manager

37.	To ensure that WH has robust Business Continuity Planning management, Risk Management and compliance with Consumer Standards	<p>That the Risk Registers, BCP and the WH emergency response is understood and remains fit for purpose.</p> <p>To work with CWC in monitoring compliance of the Consumer Standards.</p>	<p>Maintaining an effective relationship with CWC Housing Strategy Team and the Resilience Team.</p> <p>Compliance with the Consumer Standards.</p> <p>Annual review of the BCP Strategic Plan and the Corporate Risk Register.</p> <p>Monitoring and regular review of the BCP Emergency Centre.</p> <p>Provision of a central co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information.</p>	Head of Business Services
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