

Appendix 1

Annual Delivery Plan – 2022 – 2023

Wolverhampton Homes will in the delivery of its business priorities be aligned to the City of Wolverhampton Council's Relight our City priorities:

- a. Support people who need us most
- b. Create more opportunities for young people
- c. Create more jobs and learning opportunities
- d. Grow our vital local businesses
- e. Stimulate vibrant high streets and communities

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.

Housing – Darren Baggs, Assistant Director

Service Area: Tenancies and Communities							
Ref.	No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
	1.	Sustaining tenancies	<p>Identify and respond to customers in need of support to look after themselves or their home.</p> <p>Promotion of sustainable tenancies through early intervention and support.</p> <p>Prevent failure of tenancies and potential impact upon homelessness</p> <p>Reduce the cost to the public purse associated with tenancies ending (the cost of supporting a household to find new housing,</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 and early 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. Development of the Tenancy Sustainment Strategy</p> <p>Build capacity of staff to meet the demands of a customer base with ever increasingly complex lives and housing circumstances</p>	H-TM8 % of Tenancies where no contact has been made within 12 months	4 & 6	Heads of Service – Tenancies and Communities, Housing Operations, Income Sustainment

		offering temporary accommodation and costs associated with repairs/rent loss)				
2.	Provide safe and secure homes and neighbourhoods that are well managed and maintained.	<p>Enhance or maintain clean, safe and secure environments for all customers.</p> <p>Delivery of an effective tenure blind anti-social behaviour service across Wolverhampton</p> <p>Visually attractive and safe communal open spaces through the delivery of an effective ground's maintenance services</p>	<p>Improved local awareness and communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.</p> <p>Redefine the 'Estate Custodian' model bringing forward a whole company approach in identifying and responding to issues affecting customers and communities.</p> <p>Embed CWC's vision of 'Restorative Practice' and support customers to enhance their resilience to low level matters.</p> <p>Serious incidents of ASB to be responded to by a specialist ASB team, together with building trust in communities to address perceived under reported incidents in priority areas, in conjunction with partner agencies.</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.</p>	H-ASB1 % of Customers satisfied with the way their ASB complaint was dealt with	1,3,4,5 & 6	<p>Heads of Service – Tenancies and Communities, Housing Operations</p> <p>Senior Leadership Team</p>

			<p>Increase community safety and public reassurance.</p> <p>Increase partnership working with all stakeholders, WH Teams and communities, enhancing the appearance and safety in our 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>			
3.	Effective management of none HRA Assets	<p>Management of a portfolio of community-based shops</p> <p>Review the Private Sector Leasing offer</p>	<p>To monitor and audit the portfolio of businesses are acting in line with lease agreement.</p> <p>To maximise income collection levels from commercial businesses.</p> <p>Joint review of the purpose, aims and objectives including financial viability of a PSL offer.</p>		2,4, 5, & 6	<p>Head of Tenancies and Communities</p> <p>CWC Housing Strategy</p>
4.	Income Management	<p>Deliver an efficient and effective service that maximises all Income streams for CWC and WH</p> <p>Managing and support the impact</p>	<p>Robust collection of all income streams - rent, recharges, court costs, insurance, former tenant arrears, Leaseholder service charges, leaseholder ground rents, Shop rents.</p> <p>Support all tenancies faced with financial challenges via Money Smart or Income Officers, and other support agencies at all times.</p>	<p>H-HSL1 % of Service charges collected from Leaseholders</p> <p>H-IM5 % of Current Tenant Rent Arrears</p>	2 & 4,5,7	Head of Tenancies and Communities

		<p>of Universal Credit on our customers.</p>	<p>Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.</p> <p>Minimise evictions, maintaining our focus upon sustaining tenancies.</p> <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 etc.</p> <p>Ensure full costs are retrieved from leaseholders to eliminate the HRA subsidising leaseholders.</p>			
5.	To administer the Right to Buy process	<p>To ensure compliance with RTB legislation.</p> <p>Capital receipt following the RTB process are received by CWC and are</p>	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.		2, 4 & 7	Head of Tenancies and Communities

		subsequently available for new build project across the City.				
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Housing Options – Angela Barnes, Assistant Director

Service Area: Housing Solutions							
Ref.	No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
	7.	Ensure there is a portfolio of property available to use for the purpose of temporary accommodation	<p>All TA is suitable under Part 7 of the Housing Act 1996</p> <p>There is sufficient, suitable accommodation to meet the needs of households likely to require TA</p> <p>That B&B and hotel accommodation is used only in an emergency</p>	<p>Focus will be put on accommodation that is affordable for the customer and value for money for the City of Wolverhampton Council.</p> <p>Service Level Agreement with PSL who provide spot purchase TA</p> <p>Void Standard for TA</p> <p>Clear strategic vision for temporary accommodation, including the potential to maximise use of CWC stock and emerging opportunities in the PRS</p>	<p>HO-HS1 Temporary Accommodation spend against budget</p> <p>HO-HS2 Average time spent in Temporary Accommodation</p>	1 & 6	Head of Housing Solutions
	8.	Assist CWC with the delivery of the service in line with the Housing Allocations Policy	<p>Provide advice, guidance and support to CWC to assist them to delivery of the service.</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>CI-LT5 - Average days taken to relet empty properties</p>	1, 4, 5 & 6	Head of Housing Solutions

			Northgate System rebuild with consideration of longer-term objectives around an Accessible Homes Solution (including full stock survey information).			
9.	Charging policies related to temporary accommodation	<p>To mitigate the risk of a household not being able to access temporary accommodation on the basis that it is unaffordable</p> <p>To mitigate the risk of a household experiencing DA not being able to access temporary accommodation and a place of safety on the basis that it is unaffordable</p>	Charging arrangements that are fair, equitable and consistently applied across all service users regardless of access into temporary accommodation.		2, 4 & 5	Head of Housing Solutions
Ref.	Service Area: Homelessness Team					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
10.	Contribute to the development	Provision of a multi-agency service access point,	Working in partnership with CWC, P3 and other agencies to determine exact service offer from WH		1, 4, 5 & 6	

	and delivery of new service specifically for singles/couples with complex needs who are homeless	assessment centre and accommodation for the most complex single/couple homeless households	Adequate resources to ensure co-location of appropriate staff at location (dependent on continuation of HF funding or mainstreaming)			Head of Homelessness Head of Sustainment & Support
11.	Internal and External monitoring	Housing management system able to collect household case level data which will provide detailed information on the causes and impacts of homelessness, long term outcomes and what works to prevent it. Is compliant with HCLIC requirements	Development of NEC housing options module that is able to hold the required information and that can be extracted to enable upload to HCLIC For the module to be developed sufficiently to reduce (as far as possible) the need for manual intervention to enable upload to HCLIC		2, 3 & 5	Head of Homeless Services
12.	Homeless prevention activity	Reduce the risk of homelessness among the general population	Homelessness Strategy – including new communities and general housing needs		1, 4, & 6	Head of Homeless Services

		<p>Prevent future homelessness from occurring – focused on those at high potential risk of homelessness due to (e.g. institutional care background, eviction, DA)</p> <p>Targeted prevention at people who have already been effected by homelessness / repeat homelessness and rough sleeping</p>	<p>Development of WH Tenancy Sustainment Strategy</p> <p>Further collaboration with education, health, social care and criminal justice sectors to embed duty to refer and look to mitigate the risk of homelessness as an earlier point</p> <p>Continuation of Housing First programme/funding</p> <p>Development of 'Housing First' model suitable for households living with domestic abuse</p> <p>Closer working with landlords in the PRS – development of Call Before You Serve, landlords initiatives /Rent with Confidence</p> <p>16/17 year old homeless protocol</p> <p>Commitment to the provision of floating support to assist households with housing issues/options</p> <p>Access to specialist support for those households with higher risk of homelessness – poor mental health, DA, care leavers</p>			
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13.	<p>Joint Protocol – Meeting the needs of Homeless 16/17 year olds</p>	<p>Promotes cooperation between all partners</p> <p>Keeps families together</p> <p>Ensuring those at risk get the right assistance as soon as they need it;</p> <ul style="list-style-type: none"> • Build a trusting relationship to allow the young people to explore their housing options and make informed decisions. • Giving young people good, clear information about what help is out there and how to access it; • Support to access safe, stable and affordable accommodation; • Support to maintain connection to family; 	<p>16/17 year old pathway which is clearly defined and embedded in all relevant agencies and ensures a partnership approach</p> <p>Continual improvement in the relationship with CSC</p>		1, 4, 5 & 6	Head of Homelessness
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		<ul style="list-style-type: none"> • Support to stay connected with their communities and support networks <p>Pathway is compliant with Southwark judgement and good practice guidelines</p>				
Ref:	Service Area: Sustainment & Support					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
14.	Review and refresh all safeguarding and domestic violence pathways and accompanying training packages	<p>WH has robust safeguarding and domestic violence pathways that support victims and their family to:</p> <ul style="list-style-type: none"> • Reduce risk • Support safety planning • Sustain their tenancy • (where required) access a place of safety • (where required) support access 	<p>Domestic Abuse policies and procedures for both customers and tenants</p> <p>Completion of the DAHA accreditation programme</p> <p>Awareness of services that can be accessed and pathway to other specialist services via WH</p> <p>Training for staff at level appropriate to their job role including general training on homelessness, new communities.</p> <p>Continued engagement in the multi-agency response to DA</p> <p>Working with agencies such as the police to promote the policy of safety planning to enable the</p>		1, 4 & 5	Head of Sustainment & Support

		<p>to alternative accommodation</p> <p>Homeless prevention</p> <p>Reduce crisis intervention and burden on statutory services</p> <p>Reduce housing management costs</p> <p>Reduce impact on other households and communities in terms of anti-social behaviour</p>	<p>victim to remain safely in their homes and to use (where appropriate) Sanctuary Scheme</p> <p>Resources to deliver specialist support (including IDVA) with the opportunity to access funding where appropriate to support service delivery</p>			
15.	<p>Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home</p>	<p>Increasing the number of people who are able to remain at home and prevent inappropriate admission to hospital, residential and care homes</p> <p>Preventing delayed release from</p>	<p>Strategic approach to ensuring the housing stock meets the immediate and long term needs of the population</p> <p>Embedding of early intervention - housing options is most effective discussed at an early stage in the process</p> <p>Efficiency in terms of processes and practices—better use of technology can reduce time on visits, speeds up the process and is more customer friendly.</p>		1, 4, 5 & 6	Head of Sustainment & Support

		<p>hospital or other types of care</p> <p>Reducing the number of persons and particularly vulnerable persons living in homes that have category 1 and serious category 2 hazards (as set out within the Housing Act 2004)</p> <p>Improving the health of customers by reducing the number of households in fuel poverty</p> <p>Facilitating a range of housing options to help people move at an earlier stage to avoid unnecessary DFG spend and care/support costs.</p> <p>It will be available to all at the point of need</p>	<p>Integration across and between agencies involved will present a unified message to the customer</p> <p>Effective joint working across housing, social care and health</p> <p>Adequate staffing resources across the partnership</p> <p>Earliest possible identification of budget available (including for staffing)</p> <p>Continued awareness raising with partners (especially children's services) to allow greater access to grants</p> <p>Effective procurement strategies that support contractors who wish to deliver specialist adaptation works, including procurement of local SME businesses where possible.</p> <p>Responsibility for it is shared by the whole system- shared accountability through shared budget</p> <p>Promotion of independent living solutions by development of HIA/Telecare hub which is joint funded</p>			
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	<p>Continue to deliver the lifeline element of the Telecare service</p> <p>In collaboration with CWC work up an options appraisal to review Telecare services</p>	<p>Provide access to households who require telecare services that will enable them to live independently</p> <p>Reduce the risk of hospital admission</p> <p>Reduce the risk of bed blocking by allowing hospital discharge</p> <p>It will be available to all at the point of need</p> <p>Understanding of WH's future role in terms of the delivery of Telecare service</p> <p>Support for CWC in evaluating different models of delivery including the provision of data in relation to current service delivery</p>	<p>Adequate staffing resources</p> <p>Effective joint working across housing, social care and health</p> <p>Responsibility for it is shared by the whole system- shared accountability through shared budget</p> <p>Embed a 'technology first' approach so that using telecare and telehealth technology is considered at the very least as a supplement to more traditional care and support,</p> <p>Understanding of the strategic vision for telecare services</p> <p>Capacity to support the options appraisal project</p>		<p>1, 4, 5 & 6</p>	<p>Head of Sustainment & Support</p>
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Property – Ian Gardner, Assistant Director

Service Area: Construction and Compliance							
Ref.	No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
	16.	Regulatory Health and Safety Compliance	<p>Ensure that WH complies with all relevant Health & Safety property related compliance requirements.</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 - Fire - Lifts - Facilities Management 	<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 internally 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>Health & safety forums and the Fire Safety Group provide oversight and ensure a cohesive corporate approach to deliver the Golden Thread</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>	1, 2, 3, 4, 5 & 6	<p>Head of Compliance</p> <p>Head of Assets & Stock Investment</p> <p>Head of Repairs & Maintenance</p> <p>Head of Building Solutions</p> <p>Head of Capital Works</p>

		- Control of Contractors Building Safety team develops, implements and monitors compliance				
17.	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.	To support CWC on the delivery of new build units and support the Council in the delivery of its strategic housing plans.		1, 6, 7	Head of Capital Works
Ref.	Service Area: Stock Investment					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
18.	Delivery of the Housing Capital Programme	Delivery of a range of large estate regeneration, refurbishment and Building Safety projects and estate remodelling.	Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the: - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan - Long Term		1, 2, 5 & 6	Head of Assets and Stock Investment
19.	To develop, review and	Cleanse and repopulate the	To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning.		1, 2, 5 & 6	Head of Assets and Stock Investment

	update stock condition data	Asset Management database. Improve the efficacy of our Asbestos Management System. Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.	To provide stock condition data to inform the 30-year business plan and component accounting. To review opportunities for disinvestment for example, non-traditional housing linked to the Asset Management Group.			
20.	To develop in conjunction with CWC an active Asset management / company-wide strategy that supports carbon reduction.	To contribute to CWCs Strategic Climate Change and Sustainability Agenda and support the 2050 target.	To review energy efficiency and carbon reduction programmes of work. Develop a Carbon Reduction Strategy		1, 2, 4 5 & 6	Head of Assets and Stock Investment Senior Management Team
21.	Respond to Grenfell investigation recommendations in terms of Building Safety management	Develop work programmes to ensure that national recommendations are implemented. Building Safety team develops,	Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the: - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan – Long Term		1, 2, 4 5 & 6	Head of Assets and Stock Investment

		implements and monitors compliance	Fire Safety Group provide oversight and ensure a cohesive corporate approach to deliver the Golden Thread			
Ref.	Repairs and Maintenance / Operations (Building Solutions; Response Repairs)					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
22.	<p>Maintaining housing stock standards</p> <p>Delivery of a robust and responsive 24/7 repairs service</p> <p>Refurbish/repair voids swiftly to make best use of stock and reduce void rent loss</p>	Delivery of MAGNUS transformation programme	<p>Delivery of a high standard service to our customers.</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 swift Voids Management Service.</p> <p>Develop services based on customer feedback.</p> <p>Improve efficiency and flexible deployment of colleagues.</p> <p>Improve customer satisfaction.</p>	<p>P-R4 % of Tenants Satisfied with the response repairs service</p> <p>P-R5 Repairs completed right first time</p>	1, 2, 3, 4, 5 & 6	<p>Head of Repairs & Maintenance</p> <p>Head of Building Solutions</p> <p>Head of Capital Works</p>
23.	Commercial Agenda	To develop and maximise commercial opportunities	Review productivity, trading and external market opportunities.		1, 2, 6	Head of Repairs & Maintenance

			Review call-down contracts to explore commercial opportunities for bringing specific services in-house subject to VFM and capacity			Head of Building Solutions
Corporate Services – Julie Haydon, Assistant Director						
Ref.	Service Area: Business Services					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
24.	<p>Embed the company- wide project management approach for all areas of change</p> <p>A full review of existing company-wide processes in line with regulatory, statutory, operational compliance</p>	<p>A robust project and change management approach across the company will oversee the implementation of the Business Plan with particular focus around culture change and continuous improvement.</p>	<p>A robust change management is put in place with relevant training for SMT, SLT and managers across the business to support and challenge priority areas of work.</p> <p>Ownership and understanding for managers and staff.</p> <p>To identify issues that could lead to non-compliance or identify efficiencies along with the required remedial action.</p>		1, 2 & 5	<p>Head of Business Services</p> <p>Head of People</p> <p>Head of OD&EE</p>
25.	<p>A full review of business wide systems and system development opportunities</p>	<p>Existing IT systems are fit for purpose.</p> <p>Automated processes and high digital update.</p>	<p>A full review of business productivity linked to system options appraisals.</p> <p>Cross service joined-up approach, supporting the customer experience.</p>		1, 2, 3, 4 & 5	Head of Business Services

						Head of Customer Experience
26.	Delivery of robust governance arrangements	<p>A robust performance management framework support the delivery of shared services with City of Wolverhampton Council.</p> <p>Key business assurance processes in place.</p> <p>To improve the availability and use of performance data to inform service delivery.</p>	<p>A review of current performance management framework across this business to provide a gap analysis and action plan.</p> <p>Review of arrangements to support the delivery of shared services with City of Wolverhampton Council.</p> <p>Risk management framework, internal audit and quality assurance programmes to be embedded.</p> <p>System Dashboards to be introduced as part of our performance framework.</p> <p>Implement system changes to improve our approach to collating and analysing data performance.</p>		1, 2, 3, 4 & 5	<p>Head of Business Services</p> <p>Head of People</p> <p>Head of Customer Experience</p>
27.	To ensure WH is resilient to periods of disruptive challenge and is able to respond to major emergencies.	Up to date Risk Registers, BCP and WH emergency response arrangements that are understood and fit for purpose.	<p>Continuation of an effective relationship with CWC Housing Strategy Team and the Resilience Team.</p> <p>Compliance with the Consumer Standards.</p> <p>Bi-annual review of the BCP Strategic Plan.</p>		1, 2, 3, 4 & 5	<p>Head of Business Services</p> <p>Head of Customer Experience</p>

	To demonstrate compliance with regulatory standards.	Compliance is monitored effectively with CWC where necessary. Compliance of the Consumer Standards.	<p>Regular monitoring and review of the Corporate Risk Register.</p> <p>Maintaining the provision of a Disaster Emergency Centre (DEC).</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> <p>To improve the quality of performance data to interpret and enable the company to identify and manage risk, and to implement opportunities for improvements.</p>			
28.	Ensure that WH complies with and delivers on relevant Health and Safety requirements.	Mandatory and legislative requirements are evidenced and enforced.	<p>Continued development of Health and Safety function and collaborative working with CWC.</p> <p>Implement and embed the Health and Safety action plan.</p>		1, 2, 3, 4 & 5	Head of Business Services
29.	Full review of accommodation and WH facilities.	Fit for purpose working environment and customer offer.	<p>To undertake site based accommodation reviews.</p> <p>To realign facilities activity across the business.</p> <p>To work collaboratively with CWC to align the delivery of our customer offer.</p>		2, 4 & 5	<p>Head of Business Services</p> <p>Head of Customer Experience</p>

Ref.	Service Area: Customer Experience					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
30.	Increase the use of the digital offer to support the customer journey.	<p>Effective and efficient website for customer access including automated processes.</p> <p>Customers are empowered to access digital services. To continue to meet accessibility compliance requirements.</p>	<p>To develop the website, driven from a marketing and engagement perspective including the review of content.</p> <p>Profile customers and their usage to be able to deliver automated processes.</p> <p>Promote the use of current self-service on-line services.</p>		1, 3, 4 & 5	Head of Customer Experience
31.	Support the delivery of the overarching customer experience strategy and action plans	WH meets and exceeds where possible the changing regulations, in particular the Charter for Social Housing Residents.	<p>Launch the Customer Experience Strategy and action plan.</p> <p>Gather direct customer feedback including comprehensive data about our customers' circumstances, preferences and aspirations.</p>	<p>BS-CF1 Percentage of complaints handled within target time</p> <p>H-HD4 Percentage of</p>	1, 2, 3, 4, 5, 6 & 7	<p>Head of Customer Experience</p> <p>Head of OD & EE</p>

		<p>WH staff are committed to delivery of great services to every single customer, every single time.</p> <p>Low-effort, high quality methods which maximise accessibility for all customer groups.</p> <p>New and more effective ways to capture and respond to the customer voice.</p>	<p>Use this intelligence to deliver personalised services which reflect individual needs.</p> <p>Provide our customers with a choice of how and when they access our services.</p> <p>Analyse reasons for customer repeat contacts.</p> <p>Enhance 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>Work with CWC to develop customer insight and scrutiny.</p> <p>A review of the themes from customer feedback to recognise and support staff to understand and respond to customer needs.</p> <p>Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.</p>	<p>Tenants satisfied with Homes Direct Call Handling</p> <p>BS-SAT1 Percentage of tenants satisfied with the overall service the landlord provides</p>		
32.	Consistent advice & service	Identify barriers to delivering excellent front-line services.	Aim to reduce customer contact for basic enquiries that can be answered online by promoting self-serve options.	H-HD1 Calls answered	2, 3, 4 & 5	Head of Business Services

	at all front-line touchpoints	<p>To enable the customer to receive the same level of service no matter what the enquiry is relating to, when accessing services</p> <p>Embed excellent customer service into our behaviours, processes and transactions.</p>	<p>Focus on those customers requiring more intensive support and those who present as homeless.</p> <p>Take services out into the community, supporting customers to access services, support etc.</p> <p>A satisfied and committed workforce that delivers excellent service creating an innovative and learning culture to implement service improvements.</p> <p>Use learning from customer feedback, insight and data to inform the customer offer. Improve call waiting times for customers.</p> <p>Introduction of community based hubs.</p> <p>Streamline the routes have available to contact WH.</p> <p>Improve the self-service offer and continually review with customers, benchmarking against other housing providers.</p>			<p>Heads of Service – Tenancies and Communities, Housing Operations</p> <p>Head of Repairs and Maintenance</p> <p>Head of Customer Experience Head of Organisational Development and Employee Engagement</p> <p>Head of Homelessness</p>
Ref.	Service Area: People and Organisational Development					
No.	Action	Outcomes	What's required	Link to KPI	Link to CSHR	Responsible Officer
33.	Embed a range of people strategies.	WH is an employer of choice, with the ability to attract and retain the right	<p>Overall responsibility for:</p> <ul style="list-style-type: none"> EDI Strategy and action plans (including BLM) 		2, 3, 4 & 5	<p>Head of People</p> <p>Head of OD & EE</p>

	<p>Develop a modern workforce to recognise the diverse needs of all customers.</p>	<p>people to enable the delivery of high quality services.</p> <p>WH is a diverse and values driven company.</p> <p>To ensure that the individual efforts of all staff align with our strategy and priorities removing barriers to productivity and having future focused resourcing plans that identify the type of roles and skills required to deliver the outcomes of the Business Plan.</p>	<ul style="list-style-type: none"> - Employee Health & Wellbeing Strategy - Organisational Development Strategy - Applicant tracking system - a range of policies and processes to affect the culture and environment ensuring the wellbeing, happiness and safety of staff - bespoke and targeted recruitment campaigns or internal development programmes which are designed to recruit to our workforce plans - knowledge and understanding of unconscious bias from our recruitment process, including blind shortlisting and diverse recruitment panels. - recruitment to support the local economy and young people in line with CWC priorities - Development of a work force plan that is reviewed annually - Create the business wide Learning Needs Analysis to provide the skills required and skills gaps. - Ensuring that all staff know and exude the company values; they know and understand the organisation KPIs and how they contribute to achieving them. - Increase the profiles of women and Black and Minority Ethnic staff in senior posts. 			
34.	<p>Ensure effective leadership and management</p>	<p>WH has a community of supportive, empathetic leaders</p>	<p>Implement the talent management model, development and succession planning including the Board Development Programme.</p>		2, 3, 4 & 5	<p>Head of OD & EE</p> <p>Head of People</p>

	<p>across the company</p> <p>Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation</p>	<p>and managers who ensure an inclusive environment. WH leaders will constantly epitomise our values and have the capability and confidence to engage, develop, challenge, and reward our staff, with kind leadership while taking measured risks and deliver excellence.</p>	<p>Implementation of Strategic Leadership Programme and Accredited Management Development Programme.</p> <p>Deliver effective talent management and succession planning to align individual development and career aspirations.</p> <p>Develop our people leaders to:</p> <ul style="list-style-type: none"> - continue to champion a positive inclusive and innovative culture. - listen to and respond to our staff. - have the skills and confidence to successfully challenge the status quo, management change, and tackle unfairness in workload, contribution, inequality and inappropriate behaviour. - Be a part an active part of leadership action teams, with cross-directorate leaders who will flexibly and agilely to problem solve and to coach, mentor and support staff and new leaders. - be strong dynamic and inspirational leaders with clear direction across the business. 			
35.	<p>Create a thriving environment where all where staff feel they belong</p>	<p>WH is an inclusive, diverse and people-orientated organisation where all staff are appropriately and</p>	<p>Implementation of the:</p> <ul style="list-style-type: none"> - Employee Health & Wellbeing strategy and action plan. - work/life balance through agile working and the use of technology as an enabler. 	<p>H-HR1 Average number of working days lost through sickness</p>	<p>2, 3, 4 & 5</p>	<p>Head of People</p>

		constructively challenged.	<ul style="list-style-type: none"> - people and performance policies that are socially progressive, and people orientated to support our elite workforce. - Equality Forum to support the delivery of the EDI Strategy and to implement a best in class Equality, Diversity, and Inclusion action plan. 			
36.	Maximise employee engagement for all staff	<p>WH staff are fully engaged and feel safe and secure in speaking up.</p> <p>Conduct regular employee surveys to highlight themes for development.</p>	<p>Review and development our staff engagement forum.</p> <p>Conduct a full employee engagement survey to develop our engagement strategy and provide themed areas of work that our staff groups wish to drive forward.</p> <p>Link to the development of the change management process from a people perspective.</p>		2, 3, 4 & 5	Head of OD & EE