

Appendix 1: Operational Delivery Plan for Quarter 4 – 2020 - 2021



Housing – Darren Baggs					
Ref.	Service Area: Tenancy Management				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
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 Manager – Tenancy</p> <p>Senior Leadership Team</p>	<ul style="list-style-type: none"> Analysis and closer monitoring of current tenancy breach cases associated with property condition where potential associated safeguarding concerns may be present, to ensure swift resolution. Currently exploring Tenancy Officer / Tenancy Manager attendance at regular case meetings with Social Care.
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 Manager – Tenancy</p> <p>Assistant Neighbourhood Services Manager</p> <p>Senior Leadership Team</p>	<p>Tenancy:</p> <ul style="list-style-type: none"> Identification of fly tipping hot spots across the City and increased focus on ensuring weekly Tenancy Officer monitoring. Meeting pending with Environmental Services, CWC regarding closer working to tackle fly tipping hotspots. <p>Neighbourhood Services:</p> <ul style="list-style-type: none"> Grounds maintenance partner Continental Landscapes have delivered the winter improvement and winter pruning programmes. Grass cutting season for 2021 commenced in March 2021 and is scheduled to deliver 17 cuts every 10 working days.
3.	Increase the use of the digital offer	<p>Support customers to make use of</p>	<p>Aim to reduce footfall in OSS and contact with HD</p>	<p>Head of Business Services</p>	<p>Business Services:</p> <ul style="list-style-type: none"> New WH website went live on 19 January 2021.

	<p>Consistent advice and service at all front-line touchpoints.</p>	<p>website and on-line channels. Identify barriers to delivering excellent front-line services.</p> <p>Analyse reasons for customer repeat visits to the One Stop Shops (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 (HD).</p> <p>Embed excellent customer service into our behaviours, processes and transactions.</p>	<p>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>To reduce call waiting times.</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>Housing Manager - Tenancy</p> <p>Homes Direct Manager</p> <p>Head of Repairs and Maintenance</p> <p>Head of Organisational Development and Staff Engagement</p>	<ul style="list-style-type: none"> The chatbot 'Addi' was launched and has seen improvements in customer queries resolved at the first point of contact. Work is progressing in conjunction with CWC towards a Wolverhampton Customer Charter and from which WH will develop its customer service action plan to meet the objectives set out within of the overarching Charter. Significant development of WH online service offer is well underway to support customers in their digital interactions via Housing Online in terms of reporting repairs, booking or rearranging appointments or checking progress on existing works. <p>Tenancy:</p> <ul style="list-style-type: none"> Tenancy Officer's continue to promote the digital offer at every opportunity. Future work pending with CWC to promote digital in line with CWC's revised digital focus. <p>Homes Direct:</p> <ul style="list-style-type: none"> Development of forward facing call centre data to provide customers with information on best times to call based on current demand. HD front end message has been reviewed and updated. As part of WH 'Our Futures' and focus upon customer service and service delivery, a pilot exercise of all Income related calls being received by service experts is underway. Customers contacting HD for payments or rent and service charges will be served directly by Income officers. <p>Repairs and Maintenance:</p> <ul style="list-style-type: none"> Finalising system build and currently undertaking end to end testing to ensure that all business rules are included, and any scripts associated with each repair request is accurate. This work will ensure customer interaction is streamlined when reporting a repair online. <p>Organisational Development:</p> <ul style="list-style-type: none"> Customer focus will be a key deliverable for all staff threaded through all relevant training and is included on all directorate skills matrices.
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Ref.	Service Area: Anti-Social Behaviour				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
4.	Delivery of an effective Anti-Social Behaviour Service (ASB).	<p>Roll-out of pilot:</p> <ul style="list-style-type: none"> Advice regarding low-level nuisance is provided at first point of contact and; Low level ASB is investigated and managed by tenancy officers as part of their 	<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> <p>Fit for purpose ASB resources.</p>	Head of Housing Operations	<ul style="list-style-type: none"> Board approved the revised Anti-Social Behaviour Policy in March 2021. Due to the impact of Covid-19, proactive work in 'priority' areas has largely been put on-hold. Discussions with CWC about joint 'place-based' work in priority / high demand areas post-lockdown have commenced.

		<p>'estate custodian role'</p> <ul style="list-style-type: none"> - More serious ASB is investigated and managed by the specialist ASB team <p>Amend ASB policy to reflect the above changes.</p> <p>Undertake proactive work with partner agencies in identified 'priority' areas to tackle ASB.</p>	Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.		
Ref.	Service Area: Income Management				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
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>	Head of Income	<ul style="list-style-type: none"> • Tenants in rent arrears is at 2.14% as a proportion of the rent roll. This is a decrease from year end 2019 – 2020, which was 2.36%. • There are currently 5,017 customers in arrears, a decrease of 679 from end of last financial year. • Through 2020 – 2021, there are 1,049 customers who have moved on to direct payments from Universal Credit. • There were no evictions during 2020 - 2021.
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>Head of Income</p> <p>Head of Housing Solutions</p>	<p>Income:</p> <ul style="list-style-type: none"> • 'Rent First' campaign continues to be delivered throughout the period to promote rent in advance. • All new tenants are contacted within 4 weeks of their tenancy start date by our Money Smart team to identify any support needs. • There are: <ul style="list-style-type: none"> - 32 Housing First customers – 5 arrears cases - 75 Young Persons customers – 10 arrears cases - 17 Tapworks customers – 2 arrears cases - Austic Unit – 3 customers – 1 in arrears <p>Housing Solutions:</p> <ul style="list-style-type: none"> • Now ongoing and regularly monitored with review meetings between WH Lettings and Income Management teams to examine trends and ensure processes are working effectively.

7.	Universal Credit (UC) 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.	Head of Income	<ul style="list-style-type: none"> • There are: <ul style="list-style-type: none"> - 6,944 customers claiming Universal Credit (UC) - 45.58% in arrears owing an average of £436 - Total arrears owed by customers claiming UC, of £1,381,310.98 • There were: <ul style="list-style-type: none"> - 5,529 referrals made to the Money Smart Team - 1,528 referrals for Food Bank parcels to the end of Quarter 4 - 1,678 new UC claimants supported by Money Smart team to end of Quarter 4 • All Job Centre sessions currently remain suspended due to Covid-19 • 625 tenancies have received support from the Winter Hardship fund – totalling £85k
Ref.	Service Area: Home Sales and Leases				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
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	<ul style="list-style-type: none"> • Enquiries are still on hold due to the additional risk brought about by legislation in regard to what enquiries prevent court action relating to arrears. • At the end of Quarter 4, there were 117 properties in the portfolio.
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 and Leases Manager	<ul style="list-style-type: none"> • At the end of Quarter 4, there were 10 void shop premises (4.6% of stock). Due to Covid-19 there have still been some shop units, due to the nature of their business, unopen to trade. Therefore, there have been challenges in letting shop premises in the current climate. • There are low level voids, however, it is noted that some businesses may not be sustainable, resulting in an increase of void units. • The income collection rate for the financial year 2020 - 2021 was 96%. This is below our target due to shops being unable to trade during the pandemic – WH has been working with shop keepers agreeing to payment holidays, payment extensions and payment terms. • When businesses commence trading on or after 12 April 2021, WH will continue to work with individual businesses to support them to bring their accounts up to date. • WH will continue to sign post businesses to help available from the Government and CWC.
10.	Effective income collation for leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA	Collection rate target – 97%	Home Sales and Leases Manager	<ul style="list-style-type: none"> • The collection rate for the financial year 2020 - 2021 was 98.1%. Whilst this has exceeded target, it is below last year's rate. This is due to the legal process and the Courts for the collection of service charges being out of use. Action may be taken against leaseholders who are in arrears in line with the lifting of suspension, due to Covid-19.

		are not subsidising leaseholders.			<ul style="list-style-type: none"> • WH is continuing to work with leaseholders who have been impacted by Covid-19 by arranging longer term payment plans and signposting them to any assistance available from the Government. • The collection rate proves that by working with individual leaseholders, alternate payment options have been found. 37% of leaseholders are now paying by our preferred Direct Debit payment method.
11.	To administer the Right to Buy (RTB)	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 and Leases Manager	<ul style="list-style-type: none"> • 525 Right to Buy applications were received during financial year 2020 - 2021, which is exactly the same number as the previous financial year. Some statutory time limits have been missed due the high level of applications; however, no delay notices have been served thus meaning there has been no financial impact on the HRA. • 155 completions took place during financial year 2020 - 2021. This has reduced from the last financial year (221). This is due to the impact of Covid-19 and all agencies, i.e. Solicitors, Land Registry, having to find alternate methods of working during lockdown. This has impacted on the capital receipts being received, which in turn could impact on the Capital Programme.

Housing Options – Angela Barnes

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	<ul style="list-style-type: none"> • CWC have developed a Temporary Accommodation (TA) Action Plan which will now determine activity in this service area. The following are those areas in which WH have lead responsibility: <ul style="list-style-type: none"> - Housing Options redesign forms part of the organisation service redesign Our Future - Development of a Charging Policy - looking to introduce charge for nightly rate TA where the customer is not benefit dependent. A Project Initiation Document (PID) is being drafted - Understanding of how void processes can impact on both TA turnround and move on arrangements - scope to be determined - Continuation of WH's evictions scheme - consideration of this as part of redesign of service
Ref.	Service Area: Homelessness Team				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
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	<ul style="list-style-type: none"> • Work continues with the Performance Team to ensure the accuracy of data. • New KPI's are being developed in conjunction with CWC. • Power BI reports are being developed with the aim for them to be available in new financial year. • HCLIC amendments on the horizon with work to progress during Quarter 1, 2021 – 2022. • More robust and accurate reporting has been established in relation to use and move on from TA – reported monthly including spend on nightly rate.
14.	Develop standards framework for the provision of Temporary	Improve the standards of Temporary Accommodation in relation to quality, value and suitability.	To ensure that we are using appropriate temporary accommodation balancing need versus value for money.	Assistant Director – Housing Options	<ul style="list-style-type: none"> • Work forms part of the TA action plan. • The Head of Housing Solutions is leading on lettable standard for TA.

	Accommodation (TA).	<p>To work with CWC strategy and housing standards to ensure 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>	To ensure those who are no longer eligible for Homes in the City are given appropriate advice.		
15.	As part of the Housing First initiative work to increase 'prevention' and 'move on' activity, which supports Housing Options and Lettings.	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>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>	Head of Sustainment and Support	<ul style="list-style-type: none"> Housing Outreach & Support continue to provide pre-tenancy support for those who are in temporary accommodation. Housing First have housed a total of 35 clients and 5 have been made a property offer. Targets set by MHCLG / WMCA prior to the pandemic were for Wolverhampton to house 44 individuals by March 2021. The target date has now been extended until the end of June 2021. WH is on track to deliver against this target. Domestic Abuse (DA) Development / Project Group in place and DA Team established in the business. For those experiencing DA, our website and Homes in The City webpage has been updated with direct access contact details. The process and referral form have been developed for professionals requiring housing support / advice / risk management. A total of 260 referrals have been received by the DA Team for this quarter.
16.	Assist CWC with the implementation of the Housing Allocations Policy.	<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</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</p>	Head of Housing Solutions	<ul style="list-style-type: none"> Initial testing on bedroom calculations has been completed. Communication plan in place. Training needs analysis underway. Reapplication planning in progress. Requests for resources for re-application process submitted. Resources for testing established. The build of new NPS Allocations module is nearing completion ready for testing in Quarter 1.

		changes to all stake holders.	contributes to creating sustainable tenancies. Northgate System rebuild with consideration of longer term objectives around an Accessible Homes Solution (including full stock survey information).		
17.	Review and implement a fit for purpose Home Improvement Agency (HIA) that supports residents to live independently in their own home.	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. Implementation of the Home Improvement Agency. Support CWC with the development of the Aids and Adaptations Policy.	Effective programme of property improvements into cross tenure properties. The effective support for customers to access services successfully. 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 handyperson and social inclusion repairs).	Assistant Director, Housing Options	<ul style="list-style-type: none"> All processes and procedures related to Home Improvement Agency (HIA) are under review in light of the new Housing Assistance Policy. Contracts for minor works, hoists, ramps and glazing finalised and put out to tender. Working on procurement authorisation for large scale building works. Consideration is being given to interim arrangements around use of Foundations Dynamic Purchasing System (DPS) (Disabled Funding Grants governing body). Recruitment to 4 support worker posts completed to allow single point of contact (SPOC) and support for customers throughout the journey. Approval given for two additional Technical Surveyor posts. Recruitment to Telecare Team Leader commenced. Arrangements in place to discuss Disabled Funding Grants (DFG) spend with Adults and Children's Social Care - more joined up approach to be established.

Property – Ian Gardner

Ref. Service Area: Construction and Compliance

No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
18.	Health and Safety Compliance	Ensure that WH complies with all relevant Health & Safety compliance requirements (construction related). To ensure that all mandatory and legislative requirements covering all compliance activities are	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	Head of Compliance	<ul style="list-style-type: none"> All WH legionella assessments were completed at the end of Quarter 4, 2020 - 2021 and are up to date. Gas servicing – a small number of properties were deferred in Quarter 4 due to Covid-19 and shielding, but this was managed by engineers having Covid-19 tests prior carrying out gas servicing in shielded households. At the time of this report, the small number of outstanding properties that had to be deferred, have been completed. The current access rate is now back up to 99.99%, we are now be back to pre-Covid-19 levels of access. The Electrical Installation Condition Report (EICR) Programme is progressing well. The number of “no access” properties were reduced further from 214 to 76 with work ongoing to address the outstanding access. The passenger lift servicing and routine maintenance programme has continued and been successfully delivered during Quarter 4. This year's capital passenger lift refurbishment programme is progressing well with work currently ongoing to the Motor Room Less (MRL) lifts at Graiseley, Grosvenor and Russell Court.

		<p>enforced and evidenced:</p> <ul style="list-style-type: none"> - Gas Safety - Electrical Safety - Water Safety - Asbestos - Fire - Lifts - Facilities Management - Control of Contractors 	<p>specific specialist compliance work activities.</p> <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 Health and Safety (H&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 Capital Works	<ul style="list-style-type: none"> • Former Patchbox site, Bradley offered for client handover. • Phase 5 sites procurement exercise evaluation process completed. • Three planning approvals received for Community led Housing project at Bushbury Hill. • Internal design and site layout commissioned for Community Led Housing site at Heath Town.
Ref.	Service Area: Stock Investment				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
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"> - Annual Capital Programme 	Head of Asset and Stock Investment	<ul style="list-style-type: none"> • The Capital Programme delivery has continued by using Covid-19 controls to ensure the risk to residents and the workforce was minimised. • The impact of the cessation of work during the first quarter has meant that circa 25% of the capital programme budget was unspent. • The projects hit their revised targets that were amended once the impact of the suspension of projects during the first lockdown was better understood.

			<ul style="list-style-type: none"> - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan - Long Term 		
21.	To review and update stock condition data.	<p>To contribute to CWC's Strategic Climate Change and Sustainability Agenda and support the 2028 target.</p> <p>Repopulate the asset management database.</p> <p>Improve the efficacy of WH Asbestos Management System.</p> <p>Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.</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 Asset and Stock Investment	<ul style="list-style-type: none"> • The loading of cleansed stock data has continued and the NPS Assets module is now live. • The loading of 'clean' asbestos data has begun, and the new asbestos register will be available at the end of June 21. • Recruitment is underway to appoint new Asset Condition Surveyors to gather new stock condition data. • Work to establish a provisional carbon baseline using the cleansed EPC data has been completed.
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 Asset and Stock Investment	<ul style="list-style-type: none"> • The recruitment of a Building Safety Manager has predictably been very challenging (due to issues of supply and demand), but a suitably competent and capable candidate has been appointed. • The recruitment of the team to support this individual will be undertaken in Quarter1 of 2021 – 2022.
Ref.	Service Area: Repairs and Maintenance / Operations (Building Solutions; Response Repairs)				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
23.	<p>Maintaining housing stock standards.</p> <p>Delivery of a robust and responsive 24hr repairs service.</p>	<p>Review current delivery methods adopting Lean Transformation programme including ICT support systems.</p> <p>Review to include out of hours service</p>	<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 analytical data.</p>	Head of Repairs and Maintenance	<ul style="list-style-type: none"> • Continued with emergency and statutory repairs and those deemed urgent, which would create further disrepair, if unattended. • Started recovery plan following further restrictions on 15 March 2021 with a phased approach to encompass the service requests (SRQ's) that had been reported to WH. • Progressed with Project Magnus to prioritise Repairs Finder, Interfinder and the installation of the new repairs ordering schedule (ROS). Undertaking testing of these elements with a go live date for Repairs Finder in Quarter 1 2021 - 2022.

		provision and Voids Management.	Delivery of an efficient and swift Voids Management Service.		
24.	Commercial Agenda	To develop and maximise commercial opportunities in connection with Asbestos, Home Improvement Agency, Private Sector Housing etc.	<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>Head of Projects and Building Solutions</p> <p>Head of Repairs and Maintenance</p>	<p>Building Solutions</p> <ul style="list-style-type: none"> • Building Solutions continue to look at new sources of work in addition to continuing to deliver its existing works as follows: <ul style="list-style-type: none"> - Asbestos - Bag collection - Private asbestos removal works - Working with Walsall Housing Group (WHG) • Aids and Adaptations are working closely with the Home Improvement Agency (HIA). In the past, both Social Housing adaptations and Private adaptations have been undertaken, but from 2021 onwards, Building Solutions will be concentrating resources on the existing backlog of level access showers (LAS) installations and the new 2021 - 2022 Social Housing level access showers (SH LAS) installations. • In 2021 - 2022, Building Solutions will be looking to use any additional resources to deliver the kitchen and bathroom programme and the demand led kitchen replacement programme. • Building Solutions' Aids and Adaptations section will also be looking to assist the Voids team in undertaking normal and large scale voids. <p>Repairs and Maintenance:</p> <ul style="list-style-type: none"> • Many streams under Project Magnus are underway and fortnightly meetings are taking to place to update on progress. • The timetable of procurement continues to be delivered and closely monitored.
25.	<p>Ensure that WH complies with and delivers on all relevant Health & Safety compliance requirements (within the directorates remit).</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced.</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"> - Gas Safety - Electrical Safety - Water Safety - Asbestos - Fire - Control of Contractors 	<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> <p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p>	<p>Head of Projects and Building Solutions</p> <p>Head of Repairs and Maintenance</p>	<p>Building Solutions:</p> <ul style="list-style-type: none"> • Building Solutions continue to ensure that all work undertaken complies with health and safety and relevant governing body requirements for Construction Design and Management Regulations 2015 (CDM), Gas, Electric, Water Safety, Asbestos, Fire and Control of Contractors. • Building Solutions ensure that all training is up to date for gas, asbestos and other relevant trades ensuring mandatory training is carried out and any training needs identified are rectified. <p>Repairs and Maintenance:</p> <ul style="list-style-type: none"> • Guidance and risk assessments relevant to Covid-19 are continually reviewed to ensure they meet the current advice and legislative requirements. • The Heath Town Boiler House and Associated Commercial Plant Rooms – Gas Safety Policy were approved at ABA committee.

			Ensure that the suite of robust KPI's, with clearly defined performance outcomes.		
Corporate Services – Julie Haydon					
Ref.	Service Area: Business Improvement				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
26.	<p>A full review of existing Performance Indicators in line with regulatory, statutory, operational compliance.</p> <p>System Dashboards are introduced as part of our performance framework.</p>	<p>Implement all system changes to improve our approach to performance management.</p> <p>To realign performance monitoring across the company to ensure key deliverables are monitored against the overarching Business Plan.</p>	<p>To improve the availability and use of performance data to inform service delivery.</p> <p>Rolling programme linked to system updates and supplier release plans.</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>	Performance Manager	<ul style="list-style-type: none"> Installation of the data warehouse is complete. This presents a considerable learning curve for the team as the fields differ from the current NPS system and detailed knowledge is required for report writing. The stock dashboard has been recreated using the live connection to data warehouse. This will be published on the intranet in April 2021 for all staff to view, and will be developed further from feedback obtained. It is intended that similar tools will be created during 2021 - 2022 to provide staff with self-serve options for the management of frequent requests. A review of the build in NPS dashboards has started to ensure these reflect actual performance.
27.	<p>Implement a 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>To establish project and change management approach across the company to oversee the implementation of the Business Plan with particular focus around culture change and continuous improvement.</p>	<p>Developing a robust change process.</p> <p>To develop ownership and understanding for managers and staff.</p> <p>To identify issues that could lead to non-compliance or efficiencies along with the required remedial action.</p>	Head of Business Services	<ul style="list-style-type: none"> Project management approach continues working on priority areas for the business with a number of projects underway. Review continues of company-wide policies, processes, and procedures. Work continues to ensure compliance with the Consumer Standards.
28.	<p>A full review of business wide systems and development opportunities.</p>	<p>To undertake a full review of existing IT systems.</p> <p>To evaluate requirements for the</p>	<p>To improve business productivity and a cross service joined-up approach to the customer journey.</p>	Head of Business Services	<ul style="list-style-type: none"> As part of the digital agenda and company-wide efficiencies, work has commenced to evaluate all IT systems across the business. Project plans are in place for the development and maximisation of current systems based on the needs of the business and to improve the customer journey.

		business to deliver efficient and streamlined activity.			
29.	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.	Marketing and Customer Insight Manager	<ul style="list-style-type: none"> • Exploratory reviews have been undertaken for 'community apps' which can be used to encourage feedback and community cohesion, as well as offering a front-face / link to My Account tools. • Website accessibility met with the launch of the new site during Quarter 4 2020 - 2021. • Chatbot as part of the initial customer online contact live. • Customer experience is a key metric for WH, and the website and chatbot will develop a one touch approach.
Ref.	Service Area: People Services				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
30.	Attract, retain and engage talented staff, to ensure they are valued, motivated and challenged	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	<ul style="list-style-type: none"> • Phase 1 People Deal was completed with all appeals being heard. All individuals have been notified of the outcomes. • Ongoing talks with trade union representatives have taken place to listen to the concerns put forward following the outcome of the consultation. As a result, it is still WH intention to remove the Essential Car User Allowance with effect from 01 April 2021 with the mileage rate being paid at 0.45p / mile in accordance and operate within HMRC guidelines. • Further to the consultation process, the Essential Car User Allowance has been removed and the increased mileage rate put in place. Further review will take place through the service redesign to ensure that mileage is kept to a minimum and that the best use of technology supports the role activity.
31.	Maximise Employee Engagement across Wolverhampton Homes.	Complete employee survey to highlight themes for development. Re-establish links with staff network groups. Maximise internal communication channels. Developing a robust change process (People).	Full engagement with staff and staff network groups. Using the information from staff groups to develop a new employee engagement strategy. Implement actions from employee surveys to improve employee engagement.	Head of People	<ul style="list-style-type: none"> • The full employee engagement survey is scheduled for Quarter 1 – Quarter 2 (2021-2022). • Regular internal wellbeing surveys have continued with the latest survey taking place at end of Quarter 4.

32.	Develop a modern workforce to recognise the diverse needs of all customers.	Continue to embed the Inclusive Futures Campaign to increase the profiles of women and BAME staff in senior posts. Interrogate current workforce profiles and map against future business needs.	Review 2019 – 2020 progress and outcomes and introduce additional measures to improve the recruitment journey.	Head of People	<ul style="list-style-type: none"> The results of the Gender Pay Gap have been published on the website. The Equality, Diversity and Inclusion Action plan is live. The Senior Leadership team and Equality Champion Leads will update on a quarterly basis, and will be presented to Board at quarterly intervals. The equality leads have contributed across the business with actions from the plan relating to comms and specific activities: Let's talk Race and Lived Experiences of Women meetings.
33.	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. To develop strong dynamic and inspirational leaders with clear direction across the business.	Robust organisational Learning Needs analysis. Implementation of Board Development Programme. Implementation of Strategic Leadership Programme and Accredited Management Development Programme. Effective talent management and succession planning to align individual development and career aspirations.	Head of Organisational Development and Staff Engagement	<ul style="list-style-type: none"> Skills matrices creation and Learning Needs Analysis (LNA) work continues in Building Services, Asset Management, and Housing Options. Progress has been slowed awaiting redesign. Included with workforce planning and talent and succession planning part of the Learning and Organisational Development runway for the 2021 - 2022 annual delivery plan. Board Development Plan for 2021 - 2022 Strategy Days in place. Senior Management Team leadership development journey Mindset to Growth programme commenced December 2020 with final webinar April 2021. Senior Leadership Team - Mindset to Growth programme commenced February 2021; Insights Discovery Personal Profiles to be shared and debriefed Quarter 1, 2021 - 2022. Development of 'No offence' training is well underway – scheduled to launch Quarter 1. Risk Management / Internal Audit training was delivered to all staff via eLearning and to Board at Away Day in Quarter 4.

Ref.	Service Area: Employability and Community Development			
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No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates																																				
34.	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.	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.	Head of Organisational Development and Staff Engagement	<table border="1"> <thead> <tr> <th colspan="3">Quarter 1</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>15</td> <td>19</td> </tr> <tr> <td>Into provision</td> <td>10</td> <td>9</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Quarter 2</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>30</td> <td>54</td> </tr> <tr> <td>Into provision</td> <td>20</td> <td>50</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Quarter 3</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>30</td> <td>35</td> </tr> <tr> <td>Into provision</td> <td>20</td> <td>34</td> </tr> </tbody> </table>	Quarter 1				Target	Actual	Engaged	15	19	Into provision	10	9	Quarter 2				Target	Actual	Engaged	30	54	Into provision	20	50	Quarter 3				Target	Actual	Engaged	30	35	Into provision	20	34
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		Contributing to CWC's review of engagement and Scrutiny functions.	Strengthening meaningful engagement putting residents at the heart of service design and review.		<table border="1"> <thead> <tr> <th colspan="3">Quarter 4</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>30</td> <td>39</td> </tr> <tr> <td>Into provision</td> <td>20</td> <td>40</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Period between 2020 - 2021</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>105</td> <td>147</td> </tr> <tr> <td>Into provision</td> <td>70</td> <td>133</td> </tr> <tr> <td>Total</td> <td>175</td> <td>280</td> </tr> </tbody> </table> <p>Employment Coaches continue working collaboratively with Wolves@Work team at CWC.</p>	Quarter 4				Target	Actual	Engaged	30	39	Into provision	20	40	Period between 2020 - 2021				Target	Actual	Engaged	105	147	Into provision	70	133	Total	175	280
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Ref.	Service Area: Business Services				
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No.	Action	Detail	Required Outcomes	Responsible Officer	
35.	Improve the range and quality of Customer feedback and engagement opportunities to support service improvement and the customer experience.	<p>Improve existing channels and working across the business, introduce new and more effective ways to capture and respond to the customer voice.</p> <p>Work with CWC to develop customer insight and scrutiny.</p>	<p>Ensuring the themes from customer feedback are recognised and reviewed to 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>Marketing and Customer Insight Manager</p> <p>Head of Organisational Development and Staff Engagement</p>	<p>Marketing & Customer Insight:</p> <ul style="list-style-type: none"> CWC did not award to their tenant engagement contract in December and are going back out during Quarter 1, 2021 - 2022. Customer Experience strategy draft agreed at Board – awaiting feedback to finalise the charter with CWC. <p>Organisational Development:</p> <ul style="list-style-type: none"> HQN customer journey mapping course to develop knowledge, skills and mindset in relation to customer experience was on hold during Quarter 4 awaiting the start of Head of Customer Experience. Scheduled to take place Quarter 1, 2021 - 2022.
36.	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</p>	<p>Head of Business Services</p> <p>Head of Organisational Development</p>	<p>Business Services:</p> <ul style="list-style-type: none"> Corporate risk management forms part of the standing agenda for the Audit and Business Assurance Committee with regular review by SMT. Business Continuity Strategic Plan 2020 – 2022 is in place. Monthly monitoring of the Business Continuity Emergency Centre. Quarterly meetings held with CWC Resilience Team. Consumer Standards Gap analysis review with CWC continues. Quarterly reviews of the operational risk registers and business continuity plans undertaken. <p>Organisational Development:</p> <ul style="list-style-type: none"> Risk Management e-learning course launched as a mandatory requirement 01 February 2021 to all WH staff except Trades Operatives. Status at end of Quarter 4, 2020 - 2021 is: <ul style="list-style-type: none"> 355 complete 17 in progress 90 outstanding Total: 462

			co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information.		<ul style="list-style-type: none">• Face-to-face risk training to be developed and delivered as part of 2021 - 2022 annual delivery plan, to support the eLearning provision.
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