

## Annual Delivery Plan 2021 - 2022

Housing – Darren Baggs, Assistant Director				
Ref.	Service Area: Tenancies and Communities			
No.	Action	Outcome	What is required	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>Support behavioural change to promote customer responsibility.</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>Heads of Service – Tenancies and Communities, Housing Operations, Income</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 awareness and communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.</p> <p>Continue to build upon the Estate Custodian Model, building relationships with key stakeholders, WH Teams and communities, enhancing the appearance of neighbourhoods</p>	<p>Heads of Service – Tenancies and Communities, Housing Operations</p> <p>Senior Leadership Team</p>

			<p>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 &amp; metrics.</p>	
3.	<p>Consistent advice &amp; service at all front-line touchpoints</p>	<p>Identify barriers to delivering excellent front-line services.</p> <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>Aim to reduce customer contact 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>Through the Estate Custodian – 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>Head of Business Services</p> <p>Heads of Service – Tenancies and Communities, Housing Operations &amp; Income</p> <p>Head of Repairs &amp; Maintenance</p> <p>Head of Customer Experience Head of Organisational Development</p>
4.	<p>Management of the shops and premises</p>	<p>To manage a portfolio of shop premises upon WH managed estates</p>	<p>To maximise income collection levels (Commercial premises impacted by Covid-19).</p> <p>To minimise void periods (Impact of Covid-19).</p>	<p>Head of Tenancies and Communities</p>

			To monitor and audit the portfolio of businesses are acting in line with lease agreement.	
5.	Effective income collection associated with the portfolio of leasehold properties leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders.	Maintain high levels of service charge, repair works and ground rents from leaseholders.	Head of Tenancies and Communities
6.	To administer the Right to Buy process.	To ensure compliance with RTB legislation.  Capital receipt following the RTB process are received by CWC, and are subsequently available for new build project across the City	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.	Head of Tenancies and Communities
<b>Ref.</b>	<b>Service Area: Housing Operations</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
7.	Delivery of an effective tenure blind anti-social behaviour service across Wolverhampton	Build upon the successful pilot of low level ASB matters being undertaken at either first point of contact or via tenancy officer.  Embed CWC's vision of 'Restorative Practice' and support customers to enhance their resilience to low level matters.  Serious incidents of ASB to be responded to by a specialist ASB team, together with building trust in communities to address perceived	Maintain high levels of performance when responding to reported incident of ASB.  Build and monitor the level of resilience within communities and as far as is reasonably practical ensure customer expectations are managed effectively.  Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate. Increase community safety and public reassurance.	Head of Housing Operations

		<p>under reported incidents in priority areas, in conjunction with partner agencies.</p> <p>Present a reviewed and updated ASB Policy</p>	<p>Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.</p> <p>Continue to represent and contribute to the city's Safer Wolverhampton Partnership and build upon excellent relationships with partner organisations</p> <p>Enhance the use of data collected from CCTV across WH managed estates and respond to situations accordingly.</p>	
<b>Ref.</b>	<b>Service Area: Income</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
8.	Deliver an efficient and effective service that maximises Income for CWC and WH	Maximisation of all income collection streams - rent, recharges, court costs, insurance, former tenant arrears.	<p>Achievement of agreed targets for current rent income collection.</p> <p>Support all tenancies faced with financial challenges via Money Smart or Income Officers, and other support agencies at all times.</p> <p>Minimise evictions where possible, thus sustaining tenancies.</p>	Head of Income
8.	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>Head of Income</p> <p>Head of Housing Solutions</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.	
9.	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers.	<p>Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.</p> <p>Job Centre sessions for early contact with new UC claimants.</p>	Head of Income
10.	Private Sector – Leasing – support the availability of housing options in the city	<p>To manage a portfolio of properties through a private sector leasing option on behalf of property owners/landlords</p> <p>To provide a housing solution option and reduced use of temporary accommodation where possible</p>	<p>To provide a well-respected and valued service to PSL customers, whilst supporting the drive towards improving the quality of private sector leased properties in the City.</p> <p>Achieve a commercial return, balanced against social value.</p> <p>Where commercially viable, increase the portfolio of properties managed by the scheme.</p>	Head of Income

## Housing Options – Angela Barnes, Assistant Director

Ref.	Service Area: Housing Solutions			
No.	Action	Outcome	What is required	Responsible Officer
11.	Ensure there is a portfolio of property available to use for the purpose of temporary accommodation	<p>Ensure current TA provision within CWC stock is maintained to a reasonable standard</p> <p>Ensure that accommodation used for TA purposes in the PRS is of a reasonable standard</p> <p>Continue to focus on identifying all opportunities of using accommodation that is affordable for the customer, so households are not excluded from TA provision.</p>	Provision of temporary accommodation that is fit for purpose for service users in terms of type, location and accessibility. Focus will be put on accommodation that is affordable for the customer and value for money for the City of Wolverhampton Council.	Head of Housing Solutions
12.	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 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 Homes Solution (including full stock survey information).</p>	Head of Housing Solutions
13.	Charging policies related to temporary accommodation	To work in conjunction with CWC on considering the introduction of comprehensive charging policy in relation to nightly rate temporary	Charging arrangements that are fair, equitable and consistently applied across all service users regardless of access into temporary accommodation.	Head of Housing Solutions

		accommodation and the storage and removals of personal belongings		
<b>Ref.</b>	<b>Service Area: Homelessness Team</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
14.	Contribute to the development and delivery of new service specifically for single homeless households	Work with CWC and other key services to develop a single person hub that allows for service users to access housing advice, initial assessment services, temporary and settled accommodation	Provision of specific pathway for single homeless households, including entrenched rough sleepers.	Head of Homeless Solutions
15.	Internal and External monitoring	Develop robust performance measures which are available for both internal and external monitoring purposes (including HCLIC)	Compliant with MHCLG requirements Provision of information for the purpose of CWC monitoring purposes.  To map current service delivery requirements and ensure resources are directed as necessary.	Head of Homeless Services
16.	Homeless prevention activity	Develop effective prevention mechanisms by working in partnership within WH and external agencies	Reduction in the number of households requiring temporary accommodation and to whom a full duty is required.	Head of Homeless Services
17.	Contribute to the development and implementation of customer centric homeless services	Work in partnership with CWC and other agencies to develop and implement homeless service from the single persons homeless hub	Development of a clear pathway for single homeless households, including entrenched rough sleepers.  Enhancement of 16/17 year old single person pathway which complies with legislation.	Head of Homeless Services

Ref:	Service Area: Sustainment & Support			
No.	Action	Outcome	What is required	Responsible Officer
18.	Tenancy Sustainment Strategy	To work with SLT members to develop and implement a company-wide approach to tenancy sustainment	Focus on developing 'tenancy ready' households that are at less risk of tenancy failure, focusing on households who are more likely to become homeless.	Head of Sustainment & Support
19.	Review and refresh all safeguarding and domestic violence pathways and accompanying training packages		To ensure that Wolverhampton Homes is compliant with its obligations in its identification and response to safeguarding children and young people and adults in needs of care and support.  To complete the DAHA accreditation programme in relation to DV.	Head of Sustainment & Support
20.	Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home  In collaboration with CWC work up an options appraisal to review Telecare services	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.	Head of Sustainment & Support



**Property – Ian Gardner, Assistant Director**

Ref.	Service Area: Construction and Compliance			
No.	Action	Outcome	What is required	Responsible Officer
21.	Regulatory 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> <li>- Fire</li> <li>- Lifts</li> <li>- Facilities Management</li> <li>- Control of Contractors</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> <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 KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>	Head of Compliance

22.	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
<b>Ref.</b>	<b>Service Area: Stock Investment</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
23.	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> <li>- 5 Year Asset Management Plan - Medium Term</li> <li>- 30 Year Business Plan - Long Term</li> </ul>	Head of Asset and Stock Investment
24.	To develop, review and update stock condition data	<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>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 opportunities for disinvestment for example; non-traditional housing linked to the Asset Management Group.</p>	Head of Asset and Stock Investment

25.	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 2028 target.	To review energy efficiency and carbon reduction programmes of work.	Head of Asset and Stock Investment  Senior Management Team
26.	Respond to Grenfell investigation recommendations in terms of fire safety management	Develop work programmes to ensure that national recommendations are implemented.	Strategies and funding need to be developed, agreed and implemented.  For example; the retro-fitting of sprinkler systems in Wolverhampton's high-rise towers blocks.	Head of Asset and Stock Investment
<b>Ref.</b>	<b>Repairs and Maintenance / Operations (Building Solutions; Response Repairs)</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
27.	Maintaining housing stock standards  Delivery of a robust and responsive 24hr repairs service	Review current delivery methods for the IT programme including 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 the collection and use of analytical data.  Delivery of an efficient and swift Voids Management Service.  Develop services based on customer feedback.	Head of Repairs & Maintenance  Head of Building Solutions
28.	Commercial Agenda	To develop and maximise commercial opportunities in	Review productivity, trading and external market opportunities.	Head of Repairs & Maintenance

		connection with Asbestos, Home Improvement Agency, Private Sector Housing etc.	Review call-down contracts to explore commercial opportunities for bringing specific services in-house.	Head of Building Solutions
29.	<p>Ensure that WH complies with and delivers on all relevant Health &amp; 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"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> <li>- Fire</li> <li>- Control of Contractors</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>Ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.</p> <p>Annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>A suite of KPI's, with clearly defined performance outcomes.</p>	<p>Head of Repairs &amp; Maintenance</p> <p>Head of Building Solutions</p>

**Corporate Services – Julie Haydon, Assistant Director**

Ref.	Service Area: Business Services			
No.	Action	Outcome	What is required	Responsible Officer
30.	Implement a company-wide project management approach for all areas of change	To establish a project and change management approach across the company to oversee the implementation of the Business Plan with particular focus around culture	<p>A robust change process to support and challenge priority areas of work for the business.</p> <p>Ownership and understanding for managers and staff.</p>	<p>Head of Business Services</p> <p>Head of People</p>

	A full review of existing company-wide processes in line with regulatory, statutory, operational compliance	change and continuous improvement.	To identify issues that could lead to non-compliance or efficiencies along with the required remedial action.	
31.	A full review of business wide systems and system development opportunities	To undertake a full review of existing IT systems.  To evaluate business needs to be able to deliver automated processes.	To improve business productivity and a cross service joined-up approach, supporting the customer experience.	Head of Business Services
32.	Delivery of robust governance arrangements	Appropriate performance management arrangements to support the delivery of shared services with City of Wolverhampton Council.  Key business assurance processes in place.	Monitoring of performance arrangements to support the delivery of shared services with City of Wolverhampton Council.  Risk management framework, internal audit and quality assurance programmes to be embedded.	Head of Business Services
33.	To ensure WH is able to be resilient to periods of disruptive challenge and is able to respond to major emergencies.  To demonstrate compliance with regulatory standards.	That the Risk Registers, BCP and the WH emergency response is understood and remains fit for purpose.  To work with CWC in monitoring compliance of the Consumer Standards.	Maintaining an effective relationship with CWC Housing Strategy Team and the Resilience Team.  Compliance with the Consumer Standards.  Bi-annual review of the BCP Strategic Plan.  Regular monitoring and review of the Corporate Risk Register.	Head of Business Services

			<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>	
34.	Ensure that WH complies with and delivers on relevant Health and Safety requirements	To ensure that mandatory and legislative requirements are evidenced and enforced.	<p>Continued development of Health and Safety function.</p> <p>Implement and embed the Health and Safety action plan.</p>	Head of Business Services
35.	Full review of accommodation and WH facilities	Fit for purpose working environment.	<p>To undertake site based accommodation reviews.</p> <p>To realign facilities activity across the business.</p>	Head of Business Services
<b>Ref.</b>	<b>Service Area: Customer Experience</b>			
<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>What is required</b>	<b>Responsible Officer</b>
36.	Repurpose and redesign our website to support the customer journey	<p>Review the design and content of the website.</p> <p>Profile of customers and their usage to be able to deliver automated processes.</p> <p>Working with colleagues to harness customer engagement and to move to digitalisation of services.</p>	<p>To rebuild our website, driven from a marketing and engagement perspective.</p> <p>Promote the use of current self-service on-line services – enabling more customers to communicate with us on-line.</p> <p>To meet accessibility compliance requirements.</p>	Head of Customer Experience

37.	Support the delivery of the overarching customer experience strategy and action plans	To ensure that we meet the changing regulations, in particular the outcomes of the newly published white paper.	<p>Appoint a single point of contact.</p> <p>All WH staff will be committed to delivery great services to every single customer, every single time.</p> <p>Alongside direct customer feedback, we will gather comprehensive data about our customers' circumstances, preferences and aspirations and then use this intelligence to deliver personalised services which reflect individual needs.</p> <p>Providing our customers with a choice of how and when they access our services. These channels will be designed as low-effort, high quality methods which maximise accessibility for all customer groups.</p>	Head of Customer Experience
38.	Increase the use of the digital officer	<p>Support customers to make use of website and on-line channels.</p> <p>Analyse reasons for customer repeat contacts.</p> <p>Improve the customer experience.</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>Deliver against the requirements of the Customer Experience Strategy.</p>	Head of Customer Experience

39.	<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 system changes to improve our approach to collating and analysing data performance.</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>	Head of Customer Experience
40.	<p>Improve the range and quality of Customer feedback and engagement opportunities to support service improvement and the customer experience</p>	<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. Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.</p>	Head of Customer Experience
<b>Ref.</b>	<b>Service Area: People and Organisational Development</b>			
<b>No.</b>	<b>Action</b>	<b>Outcomes</b>	<b>What's required</b>	<b>Responsible Officer</b>
41.	To implement / develop the overarching strategies	<p>Completion of the existing action plans over the lifetime of the Business Plan.</p> <p>Development of the People Strategy.</p>	<p>Overall responsibility for implementation of:</p> <p>EDI Strategy and action plans (including BLM)</p> <p>Employee Health &amp; Wellbeing Strategy</p> <p>Organisational Development Strategy</p>	<p>Head of People</p> <p>Head of People</p> <p>Head of Organisational Development and Employee Engagement</p>



42.	Retain and attract the best local talent where possible to deliver the priorities as outlined in the Business Plan	<p>To implement and embed the People Deal Phase 2</p> <p>To be an employer of choice.</p>	<p>Introduce an online recruitment, selection and induction solution with interactive applicant tracking and onboarding.</p> <p>Develop a range of policies and processes to affect the culture and environment ensuring the wellbeing, happiness and safety of staff.</p> <p>Ensuring that bespoke recruitment campaigns or internal development programmes are designed to recruit to our workforce plans.</p> <p>Remove the possibility of unconscious bias from our recruitment process, including blind shortlisting and diverse recruitment panels.</p> <p>Wherever possible, support the local economy.</p>	<p>Head of People</p> <p>Head of Organisational Development and Employee Engagement</p>
43.	Ensure everyone's efforts count	<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>	<p>Develop a work force plan that is reviewed annually with Assistant Directors and Heads of Service.</p> <p>Create the business wide Learning Needs Analysis to provide the skills required and skills gaps.</p> <p>Review Corporate Services structure to achieve the optimum balance between the provision of corporate support and the operational needs of the business.</p>	<p>Head of Organisational Development and Employee Engagement</p>

			Ensure that all staff know and exude the company values; they know and understand the organisation KPIs and how they contribute to achieving them.	
44.	Ensure effective leaders and managers	Create a community of supportive, empathetic leaders and managers who ensure an inclusive environment. Our leaders will constantly epitomise our values and have the capability and confidence to engage, develop, challenge, and reward our staff, taking measured risks and deliver excellence.	<p>Implement a new talent management model, development and succession planning.</p> <p>Ensure our people leaders continue to champion a positive inclusive and innovative culture.</p> <p>Ensure our people leaders listen to and respond to our staff.</p> <p>Equip our leaders and managers with the skills and confidence to successfully challenge the status quo, management change, and tackle unfairness in workload, contribution, inequality and inappropriate behaviour.</p> <p>Create “leadership action teams”; cross-directorate leaders who will flexibly and agilely to problem solve and to coach, mentor and support staff and new leaders.</p>	Head of Organisational Development and Employee Engagement
45.	Create a thriving environment for all	As an inclusive, diverse and people-orientated organisation ensuring that all staff are appropriately challenged and able to work within our agile environment.	<p>Developing an Employee Health &amp; Wellbeing strategy developing and implementing a workplace action plan</p> <p>Ensuring that staff are clear on what is expected of them, that workloads are discussed and appropriate and expectations are clear.</p>	Head of People

			<p>Enhancing work/life balance through agile working and the use of technology as an enabler.</p> <p>Continuing to implement a range of people and performance policies that are socially progressive, and people orientated to support our elite workforce.</p> <p>Adopting a staff Equality Forum to support the design and delivery of the EDI Strategy and to implement a best in class Equality, Diversity and Inclusion action plan.</p>	
46.	Maximise Employee Engagement for all staff	<p>Improve our employee experience through the provision of an environment where all staff feel safe and secure in speaking up - Regular employee surveys to highlight themes for development.</p> <p>.</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>Maximise internal communication channels.</p> <p>Developing a robust people change process.</p>	<p>Head of Organisational Development and Employee Engagement</p>
47.	Develop a modern workforce to recognise the diverse needs of all customers.	<p>Increase the profiles of women and BAME staff in senior posts.</p> <p>Interrogate current workforce profiles and map against future business needs.</p>	<p>Embed the Inclusive Futures Campaign.</p> <p>Develop organisational workforce profiles to map against the Learning Needs Analysis of the company.</p>	<p>Head of People</p> <p>Head of Organisational Development and Employee Engagement</p>

48.	Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation.	<p>To upskill staff and Board members to increase the capability and capacity through training and development programmes, professional bodies and desired accreditation.</p> <p>To develop strong dynamic and inspirational leaders with clear direction across the business.</p>	<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> <p>Effective talent management and succession planning to align individual development and career aspirations.</p>	Head of Organisational Development and Employee Engagement
-----	--	--	---	--