

## Open Board Meeting Paperwork

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## **WOLVERHAMPTON HOMES' BOARD MEETING**

A meeting of the Board will be held as follows:-

date: **FRIDAY 29 JUNE 2018**

time: **09.30 HOURS**

place: **BOARDROOM, HICKMAN AVENUE**

Shaun Aldis  
Chief Executive

For further information, please contact Jessica Whitehouse, Executive PA, (tel: 01902 551009)  
(e-mail: [jessica.whitehouse@wolverhamptonhomes.org.uk](mailto:jessica.whitehouse@wolverhamptonhomes.org.uk)).

Registered Office: Hickman Avenue, Chillington Fields, Wolverhampton, WV1 2BY  
Registration No: 5441967

## AGENDA

1. Apologies
2. Declarations of Interest
3. Minutes of Previous Meeting – 27 April 2018
4. Matters arising

### **For decision:**

5. Health, Safety and Wellbeing Report – six monthly update

### **For information:**

6. Skills Development Update – Outturn 2017/18
7. Revenue Outturn 2017/2018 and updated Medium Term Financial Plan

# M INUTES

**Meeting: WOLVERHAMPTON HOMES' BOARD MEETING**

**Date: 27 April 2018**

**BOARD MEMBERS PRESENT:-**

Ann Bennett  
Joy McLaren  
Steve Finegan  
Peter Knight  
Angela Davies  
Councillor Paul Singh  
Councillor Tersaim Singh  
Linda Middleton  
Mark Ward  
Councillor Zareena Russell

**STAFF IN ATTENDANCE: -**

Shaun Aldis	- Chief Executive
Jan Lycett	- Director of Business Support
Angela Barnes	- Assistant Director of Housing Options
Kevin Manning	- Assistant Director of Property
Darren Baggs	- Assistant Director of Housing
Helen Bellingham	- Homesales and Leases Manager
Eamonn McGirr	- Head of Business Improvement
Catherine Stewardson	- Business Support Manager
Kate Martin	- Service Director, Housing (City of Wolverhampton Council) Sunita
Bhandari	- Governance & Executive Support Manager

**Tenant:** - Sandra Fern

		<b>Action</b>
<b>1590</b>	<p><b>Apologies</b></p> <p>Councillor Rita Potter and Kevin Fearon.</p>	
<b>1591</b>	<p><b>Selection of Acting Chair and Acting Vice-Chair</b></p> <p>Ann Bennett was selected as acting Chair and Angela Davies was selected as acting Vice-Chair.</p>	
<b>1592</b>	<p><b>Declarations of interest</b></p> <p>Any tenant related issues – Angela Davies, Joy McLaren, Linda Middleton and Mark Ward.</p> <p>Noted with interest, allowed to remain and join in the debate.</p>	
<b>1593</b>	<p><b>Minutes of the previous meeting – 23 February 2018</b></p> <p>Agreed as a true record.</p>	
<b>1594</b>	<p><b>Matters Arising</b></p> <p>There were no matters arising.</p>	
<b>1595</b>	<p><b>Kate Martin Service Director, Housing (City of Wolverhampton Council)</b></p> <p>Kate Martin explained that she was attending the Board meeting to introduce herself to Wolverhampton Homes Board members. Board members and other attendees at the Board meeting introduced themselves to Kate.</p> <p>Kate explained that this was now her third month working for the Council. A key piece of work for the Council is the City Housing Strategy. The current strategy expires at the end of this calendar year and the Council will be speaking to Wolverhampton Homes tenant/leaseholder groups to seek their input into the new strategy.</p> <p>Amendments are being made to the allocations policy due to the impact of the Homeless Reduction Act. Wolverhampton Homes will be asked to input into the final draft of the report. The policy will need to support and meet housing needs and legislation.</p> <p>The Council and Wolverhampton Homes are working on a refresh of the Management Agreement which will include the</p>	

<p>1596</p>	<p>new services that Wolverhampton Homes have taken on. This is scheduled to go to Cabinet this year.</p> <p>The Council are producing a 5-year plan which will include investing in housing stock.</p> <p>A Homelessness strategy is being produced with the aim of preventing homelessness. The Council are also working with agencies regarding rough sleepers and how to tackle this issue. The Council will also work with Wolverhampton Homes regarding this. Noted that a working group to consider this has been set up.</p> <p>Board members suggested that the strategy should include an approach on engaging with the rough sleepers particularly Eastern Europeans. It was also suggested that accommodation should be offered to rough sleepers where they could take their dogs as some rough sleepers will not accept accommodation if they cannot take their pets. Kate Martin said that the strategy would consider such issues. A meeting is being held on 14 June which is a multi-agency approach to rough sleepers and will look at barriers including the issue of pets.</p> <p>It was queried whether hidden sleepers will they be part of the homelessness strategy. Kate Martin stated that this is an issue that the Council are aware of but it has not been fully addressed. The strategy should start to address this.</p> <p>Board members queried the number of rough sleepers in Wolverhampton, how many have been sleeping rough longer than six months and have they refused housing offers. Kate Martin said there are 19 rough sleepers and of those 12 to 15 are genuinely homeless. Multi support days have been held for the rough sleepers for them to receive drugs/mental health advice and they have been offered accommodation.</p> <p>Kate Martin agreed that the homelessness strategy could be shared with Board members in around six months' time. Officers from the Council could attend to present the report to Board members.</p> <p><b>Presentation on General Data Protection Regulations</b></p> <p>Eamonn McGirr and Catherine Stewardson gave a presentation on GDPR to Board members.</p> <p>Board members queried what would happen if they said or sent something that breached regulations – would</p>	
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<p>1597</p>	<p>Wolverhampton Homes support them? It was noted that in such circumstances Board members would need to contact Wolverhampton Homes as soon as possible who would look into this and if appropriate contact the ICO as part of our legal obligations.</p> <p>Noted that a consent form is being drafted which will be made available to Board members. The form can also be used for tenants to sign to say that they have given consent for their information to be shared.</p> <p>Training on the regulations will be arranged for the Board. Noted that any new Board members will require training on the regulations as they come onto the Board.</p> <p><b>Private sector leasing (PSL) – Increasing the availability of housing in the City</b></p> <p>Helen Bellingham presented this item.</p> <p>It was noted that the report outlines the process being utilised by Wolverhampton Homes to increase the availability of housing in the City in partnership with the Council.</p> <p>Under the PSL portfolio landlords let their properties to Wolverhampton Homes under a lease agreement and pay Wolverhampton Homes a management fee, based on the rental on the property. There are two types of rental gold and LHA. The LHA properties attract the local housing allowance and can therefore be used to support homeless applications whilst the gold standards are refurbished to a high standard and are located in desirable areas.</p> <p>For the gold properties, higher rental income is obtained which means more income for Wolverhampton Homes. Currently, there are 80 properties in the PSL portfolio of which 39 are gold standard and 41 LHA standard. Seven more properties are in the process of being signed up.</p> <p>Noted that there are around 1600 empty residential properties in the City. The private sector leasing co-ordinators have started to look into this to see if we can assist owners with high cost repairs by WH carrying out the works and offering a payment plan. A full report with costings, risks and budget implications will be presented to Board once the project has been completed.</p> <p>The first phase of the WV living developments is underway across five sites. All the sites will have properties of mixed</p>	
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	<p>tenure; market rent, affordable rent, shared ownership and market sale. The market rent properties will be managed by WH alongside the current PSL portfolio under a SLA agreement with WV living. The affordable rent properties will be let in the normal way by WH via Homes in the City.</p> <p>Board queried whether the cost of running this scheme will be matched by the income received. It was noted that this was the case and Resources Committee will be kept informed of the service.</p> <p><b>Resolved</b>  <b>Board members noted the content of the report.</b></p>	
1598	<p><b>Tender Award notice for supply of Biomass wood chip for Heath Town Boiler House</b></p> <p>Kevin Manning presented this report.</p> <p>It was reported that heating and hot water is provided to the Heath Town estate via a district heating system. The heating system is powered by two boilers and a biomass boiler and the heating is supplied to over 1200 homes on the estate.</p> <p>The contract to supply the wood chip for the biomass boiler will run for two years and can be extended for a further two years. The potential saving will be £163,000 over the four year period.</p> <p>It was noted that the savings made will be for Wolverhampton Homes and they will be passed onto the tenants.</p> <p><b>Resolved</b>  <b>Board approved the award of the contract.</b></p>	
1599	<p><b>Any other business</b></p> <p>Ann Bennett conveyed her thanks to those Board members who maybe leaving the Board including Councillor Tersaim Singh.</p>	

# Board Report

Agenda Item 5



**29 June 2018**

**Health, Safety and Wellbeing Report – six monthly update**

**Open Report**

**Status:** For decision  
**Author and job title:** Mark Darmody, Health and Safety Lead  
**Contact No:** 01902 552135

**Recommendations:** **Board members are asked to;**  
**1. approve the health and safety policy**  
**2. note the wider report**

**Key risks and contentious issues:** Protecting the Health and Safety of employees and members of the public who may be affected by our activities is an essential part of risk management and must be led by the Board.

Health and Safety law places duties on organisations, employers and Directors who can be personally responsible when these duties are breached.

## **Management Summary**

### **1.0 Purpose**

- 1.1 The report summarises performance for Health and Safety between November 2017 and June 2018. It provides the Board with an understanding of control measures in place and an assurance that Health and Safety is a priority for Wolverhampton Homes. The report also outlines recent initiatives and updates.

### **2.0 Health and Safety Policy June 2018**

- 2.1 The health and safety policy has been reviewed to reflect recent organisational changes (see appendix 1). The Board are asked to approve this report.

### **3.0 Landlord incident summary**

- 3.1 Since the last meeting, there have been a further 19 incidents (see appendix 2), resulting in a total of 10 so far in 2018. The total number of incidents reported for the same period the previous year Dec-Jun was 27. This indicates consistency in our continued data sharing protocols with West Midlands Fire Service.

### **4.0 Accident summary**

- 4.1 For the period December 2017 – June 2018, there have been a total of 25 accidents, compared with 29 for the same period the previous year. Most accidents were of a minor nature except for two, which were RIDDOR; both were due to being over 7 days, they were reported to the Health & Safety Executive (HSE) (See appendix 3).

### **5.0 Lost time due to industrial injury**

- 5.1 In 2017, there was a total of 108 days lost due to industrial injury, to date for 2018 a total of 47 days have been lost, compared to 73 days for the same period, last year (see appendix 4).

### **6.0 HQN Safety – net benchmark survey**

- 6.1 This will be reported at the December meeting.

### **7.0 Fire safety interventions: vulnerable tenants**

- 7.1 This area of work continues to increase with more widespread use of the clutter rating system. Referrals received range from internal staff including tenancy sustainment, tenancy officers, supporting people in need (SPIN) visits, gas service engineers and external agencies including Marac, and West Midlands Fire Service through the joint partnership arrangement (see appendix 6).

## **8.0 Mental Health and Well-being in the workplace**

- 8.1 The health and safety executive have published national statistics (labour force survey 2015/16). Headline figures include 0.5 million workers suffering from work related stress anxiety and depression. On average 24 days lost for each case. Overall 45% of all working days lost were due to ill health.
- 8.2 The health and safety team are working jointly with human resources to look at new initiatives to raise awareness of mental health and well-being in the workplace.
- 8.3 United Living attended a meeting to share their national strategy. Some examples of good practice have been identified and are currently being assessed with a view to introduce to support the WH campaign. A more medium long-term view is to look to possibly facilitate a HSE (safety and health awareness day / days) with the theme of mental health in the workplace. Similar events have been run on previous occasions with different themes. The event could be multi sponsored to include WH, strategic construction partners and City of Wolverhampton Council.

## **9.0 Strategic Construction Partnership**

- 9.1 The health and safety team attend WH progress meetings with both partners. Health and safety performance indicators are monitored. Joint safety tours are undertaken and reported back to the Health Safety and Wellbeing Committee. Recent visits have included WATES Harrowby Court soil stack replacement and United Living heath town redevelopment.

## **10.0 Worker engagement**

- 10.1 A health and safety champions group which includes trade unions meet four times a year. The role of the champions is to provide employees with a focal point to be able to raise or discuss health and safety issues / concerns at an operational level. The group is representative from both a trade and office based employees. A recent initiative allowed the champions access to a safety exhibition at Birmingham with a view towards new innovations, safer ways of working e.g. work equipment.
- 10.2 Periodic meetings take place with UNITE and UNISON to discuss any health and safety concerns. Joint inspections are undertaken at which UNITE and UNISON are invited to attend.

## **11.0 Health and Safety Audit Schedule**

- 11.1 Health and safety audits are scheduled 2018-19. Audits are reported back at the health safety and well-being committee (see appendix 7).

## **12.0 Financial and value for money implications**

- 12.1 There are no financial and value for money implications

### **13.0 Legal implications**

13.1 It is a statutory requirement to have a health and safety policy.

### **14.0 Human resources implications**

14.1 There are no human resources implications.

### **15.0 Health and safety implications**

15.1 There are no specific health and safety implications.

### **16.0 Equalities implications**

16.1 There are no equality implications.

### **17.0 Impact on the environment and community**

17.1 There is no impact on the environment and community.

### **18.0 Long term consequences for the company**

18.1 There are no long-term consequences for the company.

### **19.0 Impact on business relationships with suppliers, customers and others**

19.1 There is no impact on business relationships with suppliers, customers and others.

### **20.0 Impact on Wolverhampton Homes' Management System**

20.1 There is no impact on Wolverhampton Homes' Management System.

### **21.0 List of Appendices**

21.1 Appendix 1: Health and Safety policy – June 2018

21.2 Appendix 2: Landlord incidents

21.3 Appendix 3: Total accidents / incidents and near misses

21.4 Appendix 4: Lost days resulting from workplace accidents

21.5 Appendix 5: Fire safety action plan and FRA update

21.6 Appendix 6: Fire intervention: vulnerable tenants

21.7 Appendix 7: Audit schedule

21.8 Appendix 8: Health & Safety Performance Indicator: March Quarter 4, 2017 - 18



Wolverhampton Homes

# HEALTH & SAFETY POLICY

June 2018



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## **Introduction**

**This policy identifies the key elements of our health and safety management system. It details the commitment Wolverhampton Homes has for maintaining and improving the health, safety and welfare of its staff and others including our tenants and leaseholders who may be affected by our activities.**

**Our staff are our key resource and it is essential that risks to their health and safety are properly controlled through an effective health and safety management system and commitment at all levels within the organisation.**

**Wolverhampton Homes recognises the important role strong strategic leadership and effective management control plays in establishing a positive safety culture and preventing incidents, work related ill-health and accidents.**

**We are committed to improving health and safety performance and this policy will provide the framework for this goal to be achieved.**

**Wolverhampton Homes values the important contribution that staff and union appointed safety representatives make in improving health and safety. A partnership approach to managing health and safety is crucial to the organisation meeting its objectives for maintaining and improving health and safety performance.**

**Suggestions for improvement on any health and safety related issues are always welcomed and should be addressed through your manager or safety representative.**

## STATEMENT OF INTENT

### Demonstrating our commitment

As the Chief Executive of Wolverhampton Homes Ltd, I along with the Chair of the board, board members and Directors are committed to the health, safety and well-being of all our employees, customers and partners.

We recognise our legal obligations under The Health and Safety at Work Act 1974 and associated legislation but also see these as minimum requirements. As with all Wolverhampton Homes' business functions, we aim for excellence and are committed to continuous improvement in health and safety performance.

We recognise that accidents, ill health and near-miss incidents can result from failings in management control and are not necessarily the fault of individuals.

With the advice and support of our colleagues, the Health and Safety advisors at the City of Wolverhampton Council we are committed to developing and improving our health and safety management framework, which follows the principles of The Health and Safety Executive Guidance Document HSG65.

In order to achieve these objectives and to demonstrate our commitment to the well-being of our staff, Wolverhampton Homes Ltd will ensure:

- our activities, premises and equipment meet current legal requirements and standards
- control of workplace hazards, by assessing risks and establishing risk control measures which are suitable and sufficient
- adequate resources are made available for health and safety
- adequate arrangements will be in place for visitors including a signing in book and emergency procedures
- health and safety is accepted as a core management activity, and is given equal priority with other service objectives
- competent advisors are employed to give guidance and assistance on health and safety issues
- specialist advice, such as on technical or medical matters, is available when needed
- substantial, comprehensible health and safety information is effectively communicated to all employees and to those who use our services and facilities
- all employees and partners are competent to carry out their work safely and with minimal risk to themselves or others

- employees receive the instruction, information, training and supervision they need to work safely

### **Supporting continuous improvement**

We believe that continuous improvement is an important part of effective health and safety management. To achieve this, we will:

- maintain an effective health and safety management system
- systematically review and refine our policies, procedures and arrangements
- set minimum standards and performance indicators for health and safety
- measure our performance and benchmark it with similar organisations
- publish regular reports on our findings
- use the information positively to improve performance.

### **Promoting employee participation**

Wolverhampton Homes supports and encourages employee participation in health and safety. This is because we recognise that active employee involvement helps to:

- promote a positive health and safety culture
- develop effective risk control measures and realistic safe systems of work
- reduce accidents and work-related ill health.

To achieve this participation, we will:

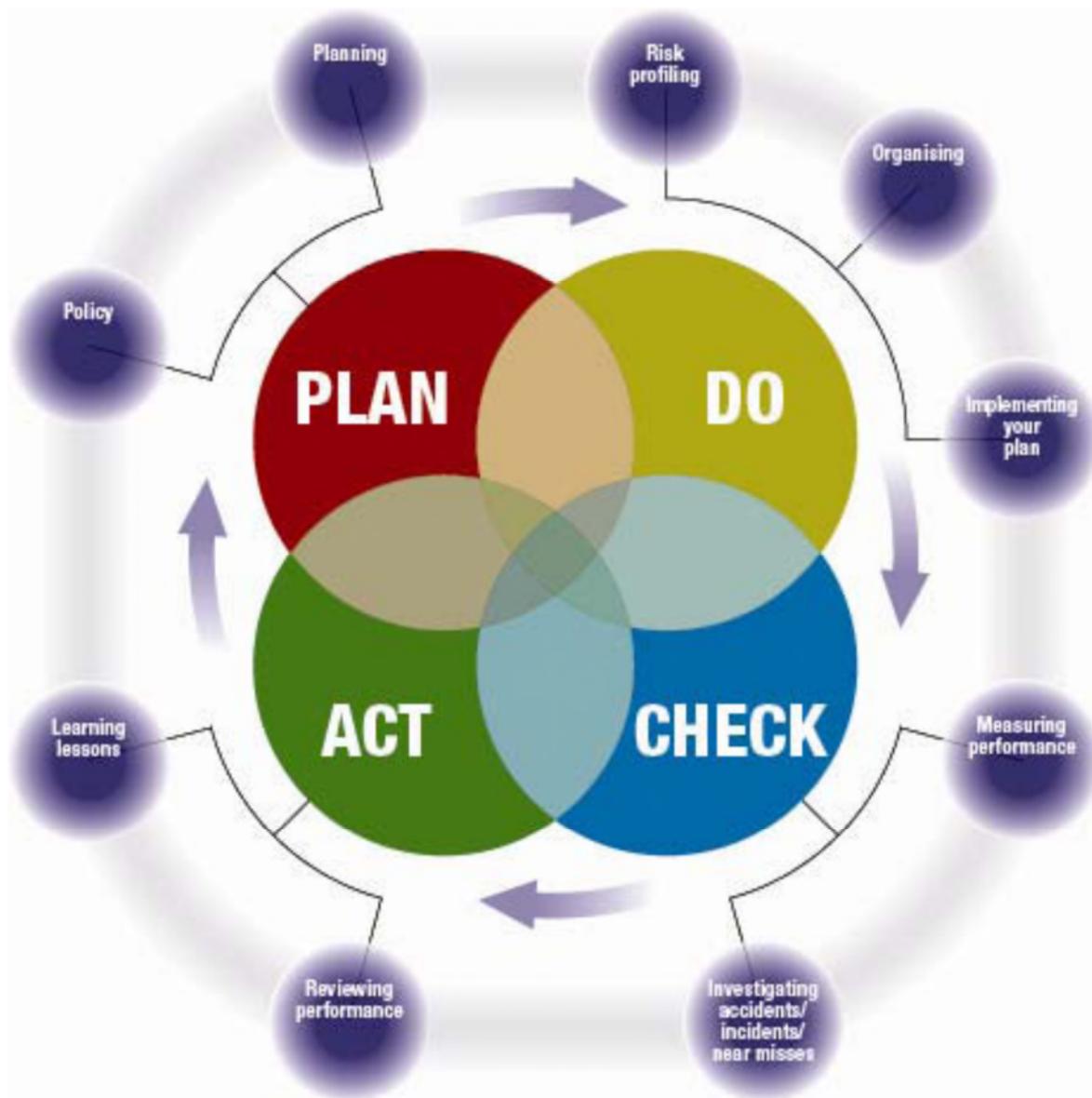
- promote open, frank and constructive consultation with employees and their nominated representatives
- promote employee engagement
- make sure employees have the facts they need to make an informed contribution
- make sure no false barriers prevent any employee becoming involved if they wish to do so.

Shaun Aldis    Chief Executive Wolverhampton Homes    June 2018

Anne Bennett    Chair Wolverhampton Homes Board    June 2018

## Health and Safety Management Framework

Wolverhampton Homes' organisational framework identifies the responsibilities and relationships, which promote a positive health and safety culture. This section of our policy identifies the senior individuals who are responsible for delivering the policy commitments.



Reference: - HSE HSG (65) 12/13

The board of Wolverhampton Homes have adopted the Health and Safety Executive Guidance HS (G) 65 Health and Management Framework System.

The board recognises that the Management of Health and Safety requires the same degree of expertise and standards as any other core business activity if it is to effectively control risk and prevent harm to people.

Within the organisational structure key staff are designated as Policy Makers, Planners, Implementers and Assistance.

## **Policy Makers (Leader)**

The key tasks of policy makers include:

- devising health and safety policy;
- establishing strategies to implement policy and integrating these into general business activity;
- specifying a structure for planning, measuring, reviewing and auditing health and safety policy;
- specifying a structure for implementing policy and supporting plans;
- agreeing plans for improvement and reviewing progress to develop both the health and safety management system and the policy;
- Pursuing health and safety objectives with evident sincerity.

The major outputs include:

- written statements of general health and safety policy and strategic objectives;
- written statements of the organisation for planning, measuring, reviewing and auditing;
- written statements of the organisation for implementation;
- general plans containing specific objectives for each year.

## **Planners (Manager)**

The key tasks of planners include:

- producing detailed plans to achieve corporate health and safety objectives;
- establishing management arrangements, risk control systems and workplace precautions together with associated performance standards;
- co-ordinating the specialist advice needed to ensure effective planning and implementation of policy, for example the input of health and safety specialists, engineers, architects and doctors;
- ensuring the participation and involvement of employees and their representatives;
- keeping up to date with changes in health and safety legislation, standards and good practice and with management practices relevant to the organisation.

The key outputs include:

- health and safety strategy statements and plans to support the policy;
- health and safety operational plans which identify specific health and safety objectives to be achieved within fixed time periods;
- Specifications for management arrangements, Risk Control Systems (RCS) workplace precautions and performance standards;

- up-to-date documentation

### **Implementers (Manager / Supervisor)**

- implementation of operational plans, management arrangements, RCSs. Workplace precautions (including external events) and performance standards;
- provision of necessary physical and human resources and information;
- provision of timely feedback on performance including successes and failures and any deficiencies in plans, arrangements, systems or precautions;
- ensuring communication and participation at all levels in health and safety activities.

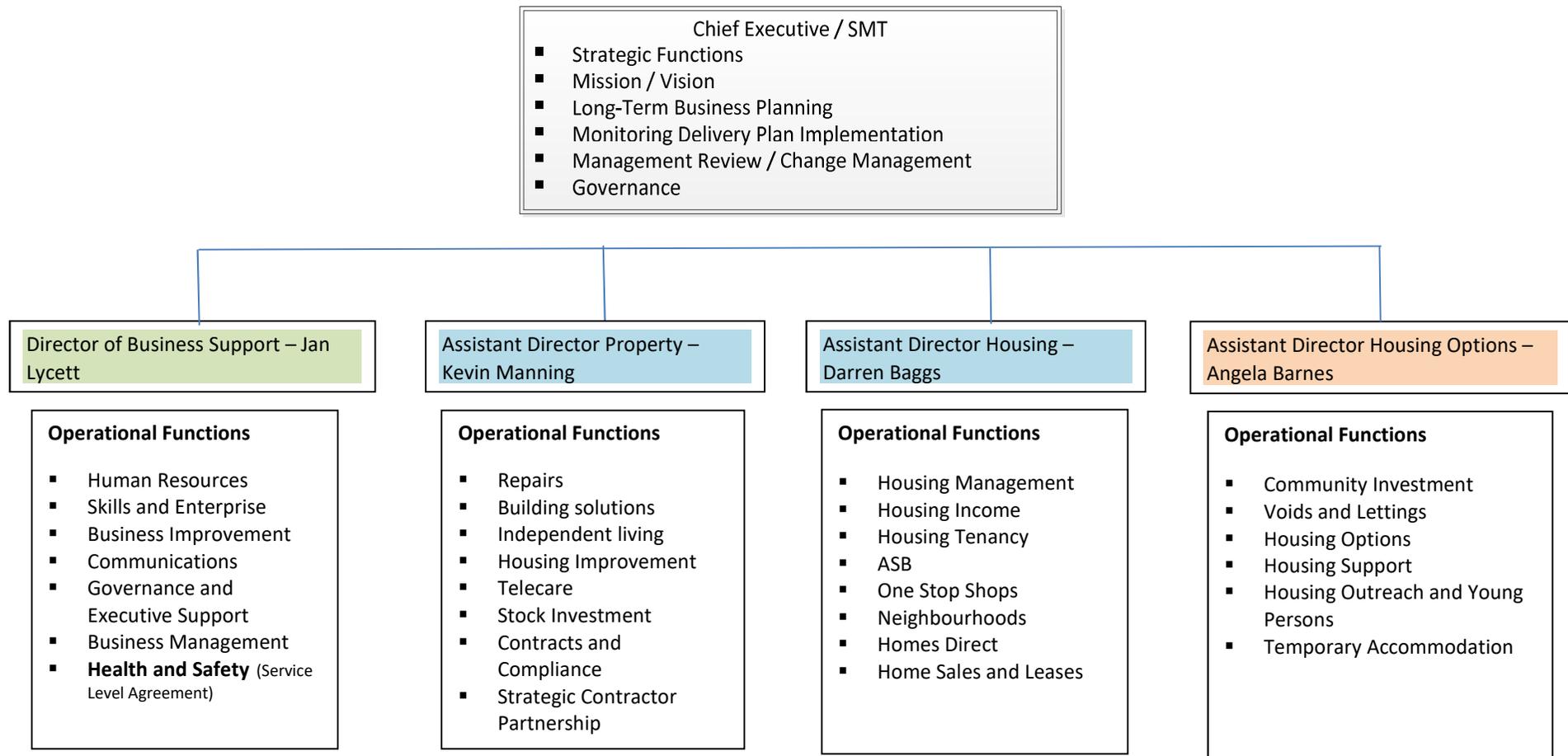
The key outputs are:

- safe and healthy production and delivery of products and services;
- products and services which in themselves do not create risks to others.

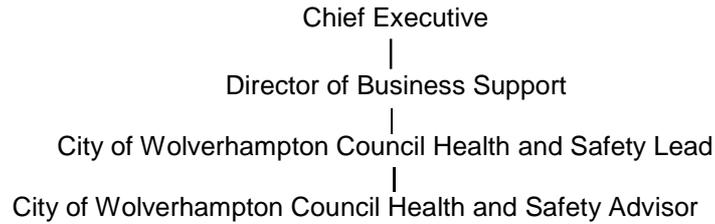
### **Assistance**

- Provide competent advice training and support
- Liaise with enforcing authorities

# Organising for Health and Safety.



## Responsibilities



### **Chief Executive (Policy Maker) Overall responsibility for Health and Safety**

The Chief Executive assumes overall responsibility for all matters relating to Health and Safety.

The Chief Executive has overall responsibility for the day to day management of health and safety and will ensure that the Senior Management Team members are committed to the Health & Safety Policy and arrangements for its implementation.

The Chief Executive will ensure that health & safety planning is incorporated into all business planning processes and that Departmental Plans reflect the Company Plan in relation to health & safety.

The Chief Executive will ensure that the Director and Assistant Directors have adopted adequate systems for the undertaking of risk assessments and the implementation of safe systems of work within their departments.

The Chief Executive will ensure that there are systems in place across the organisation for monitoring the effectiveness of the health and safety management system and driving improvements.

The Chief Executive will keep up to date with changes and developments in health & safety legislation, best practice and relevant management standard

The Chief Executive will ensure the Health and Safety Policy is reviewed annually and approved at full board.

## **Director and Assistant Directors (Policy Makers)**

Directors are responsible for the day to day management of health and safety within their departments and will ensure that their Senior Managers are committed to the Health & Safety Policy and arrangements for its implementation.

Directors will be responsible for ensuring that their Departmental Plans adequately reflect the corporate health and safety objectives.

Directors will establish management arrangements within their departments and ensure that risk assessments are undertaken; control measures identified in the assessments are planned for and implemented; and associated performance standards are met.

Directors will be responsible for obtaining and co-ordinating specialist health & safety advice. They will liaise on health and safety matters with the, Chief Executive, City of Wolverhampton Council Health & Safety advisors, Health Safety and Wellbeing Committee and any other relevant Specialist to ensure effective planning and implementation of policy and arrangements.

Directors will keep up to date with changes and developments in health & safety legislation, best practice and relevant management standards.

The Senior Management Team will actively encourage the participation and involvement of their staff in relation to health & safety matters. They will each demonstrate their own commitment by acting as exemplars for health & safety, undertaking periodic Safety Inspections of the workplace.

The Director of Business Support will ensure that adequate resources including financial resources are available to train staff at all levels on health and safety matters.

**Director of Business Support (Policy Maker)  
Delegated responsibility for Health and Safety.**

- Be responsible for the co-ordination of Health & Safety within Wolverhampton Homes and regularly review the Health & Safety Policy.
- Ensure compliance with Wolverhampton Homes' Health and Safety Policies and encourage best practice at all levels of management and staffing.
- To be responsible for updating and advising board members and Senior Management Team on Health and Safety Matters.
- To authorise new or revised Health and Safety procedures
- To be responsible for ensuring Health and Safety policies are developed and formulated
- Ensure Health and Safety objectives and priorities are identified.

**City of Wolverhampton Council Health and Safety Advisor, Health and Safety Lead (Policy Advisor) through a shared services SLA.**

1. Maximise the efficiency and effectiveness of the Health and Safety function.
2. Ensure that Wolverhampton Homes' Health & Safety policies and procedures are implemented.
3. Provide the competent advice as to the development of best practice guidance, quality procedures, management and staff working instructions.
4. To convene and attend regular meetings with Trade Unions with the aim of fostering good joint working relations and oversee joint initiatives.
5. To agree with the Director of Business Support Health and Safety objectives and priorities and then to monitor and review their performance
6. To measure, review and audit the Health and Safety Policy and supporting Health and Safety procedures
7. To undertake Health & Safety related training directly or via appropriate third parties.
8. To provide or commission advice on the impact of any legislative change in relation to Health & Safety and develop improvements in systems and working practices to meet the challenges of national policy initiatives.
9. Determine and implement a planned program of H&S audits based on risk priorities to monitor H&S management systems.
10. To assist managers in developing and implementing H&S risk management systems relevant to the section area.
11. To oversee the process and if required undertake COSHH assessments and maintain a register of Substances Hazardous to Health in accordance with relevant regulations.
12. To monitor the regular inspection of First Aid Kits, Health & Safety at Work Notices, and Fire Fighting Equipment ensuring their availability for all parts of Wolverhampton Homes
13. To support the Human Resources/ Occupational Health function in matters relating to Safety, Welfare and Health.
14. To oversee the preparation of pre-tender H&S plans and construction phase H&S plans.

15. To conduct Accident and incident Investigations based on the severity of the incident and likely potential for enforcement action in consultation with the Health & Safety Executive and relevant sections of Wolverhampton Homes as necessary.
16. To prepare and present reports to meetings of Wolverhampton Homes Management Team and Board and to carry out routine administration, including compiling reports, statistics and relevant returns.
17. To improve and facilitate internal communication with staff concerning Health & Safety matters, through attendance at Team Meetings, drafting articles for Staff Briefing & Newsletters, occasional Health & Safety bulletins etc., in liaison with the Director of Business Support.

### **Managers<sup>1</sup> (Planner)**

Will consider health & safety implications when planning activities and will be responsible for seeking advice and support from the Health & Safety Advisor when necessary.

Will ensure that staff under their direct control, are committed to the Health & Safety Policy and arrangements for its implementation.

Responsible for implementing the Departmental Plans and resulting management arrangements.

Will undertake risk assessments and ensure that control measures identified in the assessments are implemented within agreed timescales.

Will ensure that safe systems of work are implemented and followed within their respective teams and that safeguards which are provided are properly used and maintained. They will arrange for the repair, removal or replacement of any work equipment which has been identified as unsafe.

Where a hazard or defect presents a risk to health and/or safety, Managers have the responsibility and authority to stop work and instigate remedial action.

Managers will ensure that the correct procedures for reporting, recording and investigating accidents and incidents of ill-health that happen to their staff or to non-employees within areas of their responsibility are followed. Senior Managers are responsible for investigating accidents.

Managers will liaise with and ensure that the activities of contractors, visitors and others will not adversely affect the health and/or safety of staff and the public.

Before commencing any new work activity or using any new substance or work equipment, Managers will check that all reasonable hazards have been identified and safeguarded against; that written safe working procedures are in place and that adequate and appropriate instruction, information and training is given to any employees likely to be involved in that process.

Will provide timely feedback to their Directors on health & safety performance within their respective teams, including successes, failures, and any deficiencies in plans, arrangements, systems or precautions.

Managers will actively encourage the communication, participation and involvement of their staff in relation to health & safety matters.

Managers may delegate relevant duties to 2nd Tier Managers who are responsible for specific areas of service delivery, but retain overall responsibility as described

<sup>1</sup> The terms managers and supervisors include all members of staff with responsibility for managing and directing the activities of others.

### **Supervisors (Implementer)**

Have responsibility for ensuring that all works are carried out in accordance with the Safety Policy. Ensure that employees, sub-contractors and others, under their control, are aware of and abide by, the arrangements and procedures, and that employees are provided with all necessary training, protective clothing, equipment and materials.

#### Supervisors

- Ensure that all employees understand and have received a copy of the Safety Policy. Implement and continuously apply the requirements for Health and Safety Policy and any other notices and amendments issued by managers.
- Ensure risk assessments are implemented and that appropriate risk control measures are applied
- Ensure full use of safety equipment and personal protection by employees for whom they are responsible. Control any malpractices by informing the Manager concerned or taking appropriate action themselves.
- See that First Aid requirements are met.
- See that all employees understand any fire precautions applicable to their work.
- To arrange for, or carry out, training and/or instruction
- Make recommendations to the manager for any extra training considered necessary.
- Maintain a tidy work place, including good housekeeping in mess rooms / site huts and other accommodation.
- Not permit the use of any substances, generate fumes or dust without first completing a COSHH assessment
- Anticipate hazards and act accordingly to bring about good standards for safety.
- Ensure that employees are aware of their duty to record injuries on form A/IR1 and that all employees are aware of the Accident/Incident recording procedure.
- Investigate accidents, complete A/IR1 Accident/Incident report form. Submit the form to the Health and Safety Unit at the earliest opportunity, report serious accidents immediately to the manager.
- Lead by example and set good standards in health and safety behaviour.
- Have a thorough working knowledge of tools, machinery, equipment and materials in use by staff and the safety aspects relating to each.
- Ensure any statutory forms and notices are completed.
- Continuously review procedures, working methods and advise the Manager where changes to the Policy or Codes of Practice are considered necessary.
- Ensure employees are given information relating to risk assessments and COSHH assessments.

## **All Employees**

Must ensure that they are familiar with and understand the Health and Safety Policy,

Employees shall:-

- Work in a safe and responsible manner, avoiding accidents and not causing hazards to themselves or others.
- Ensure that they are not rendered unfit for work through alcohol or drugs.
- Use the safety equipment and personal protection required for their work.
- Comply with COSHH regulations and recommendations made on assessment forms.
- Not carry out any work unless, the process, materials and equipment and the associated safety requirements are known, especially when dealing with hazardous materials or equipment.
- Maintain high standards of personal hygiene by washing hands prior to eating or drinking, or after using the toilet, and especially before handling food.
- Be recommended to maintain protection against Tetanus by vaccination.
- Co-operate with Management in bringing about compliance with all statutory requirements.
- Not intentionally or recklessly interfere with any plant or equipment or clothing provided in the interests of Health and Safety for their own use or use by others.
- If possible report to their Supervisor immediately or at latest within the working day, any accidents or near miss incidents.
- Consider the Health and Safety of colleagues and members of the public and will not act in a way which could cause harm to others.
- Report at once any defect in anything provided in the interest of Health and Safety for use by themselves or others.
- Report to their Supervisors any infestation of the workplace or messrooms etc., by rodents or harmful insects and the like.

### **Human Resources Officers:**

- Monitor absence resulting from industrial injuries. Liaise with the Health and Safety Unit.
- Responsible for Occupational Health Arrangements.
- Provide support to assess when necessary the requirement for any reasonable adjustments.

### **Skills Development Officers:**

- Maintain all Health and Safety training records.
- Arrange and if required deliver Health and Safety Training.

## **City of Wolverhampton Council Health and Safety Officers shall:**

- Be responsible for ensuring Health and Safety compliance in Wolverhampton Homes by providing advice, training and support for operational managers
- Record all Health and Safety incident reports from employees (A/IR1) and Supervisors and supply monitoring information as necessary
- Investigate as necessary the circumstances of all RIDDOR accidents and advise the Head of Division as necessary.
- Ensure that the best quality advice is provided to Wolverhampton Homes on Health and Safety matters having regard to Wolverhampton Homes' Health and Safety Policies and Procedures.
- Through direct or delegated responsibility, ensure Wolverhampton Homes Health & Safety policies and procedures are implemented.
- Undertake and review Workplace Health & Safety Assessments and periodic inspections of working practices (office based and otherwise)
- Undertake an annual programme of audits to include Landlord duties and responsibilities.
- Ensure Wolverhampton Homes is compliant in relation to Landlord statutory duties and responsibilities. This will be achieved by conducting audits, monitoring recommendations and preparing reports
- Undertake Health & Safety related training directly or via appropriate third parties.
- Provide or commission advice on the impact of any legislative change in relation to Health & Safety and develop improvements in systems and working practices to meet the challenges of national policy initiatives.
- Assess, monitor and maintain a register of compliant Health & Safety contractors.
- Maintain a Register of Potentially Dangerous Clients in accordance with the provisions of the Data Protection Bill 2018 and General Data Protection Regulations (GDPR) and advise managers and staff of appropriate risks and actions to be taken when dealing with such persons.
- Be a key member of the senior design team, providing essential Health and Safety advice and recommendations to ensure the project at both pre-and post-construction phases demonstrate full compliance with the Construction (Design and Management) Regulations 2015. Provide specialist health and safety support and advice to the Principal Designer and other members in the planning, managing, monitoring and co-ordination of the projects health and safety. This includes identifying and bringing to the attention of the design team the following key elements of: prevention, appointments, information, instruction, training, supervision, non-compliance and ensuring that members of the design team carry out their respective health and safety duties required under the regulations

- To assist WH's officers to assess and evaluate the principal contractor's construction phase plan(s) and other CDM related documents and advise on any improvement or amendments required to meet these regulations.
- Undertake assessments and maintain a register of substances hazardous to health in accordance with relevant regulations.
- Inspect First Aid Kits, Health & Safety at Work Notices, and Fire Fighting Equipment.
- Conduct Accident and incident Investigations based upon the severity of the incident and likely potential for enforcement action in consultation with the Health and Safety Executive and relevant sections of Wolverhampton Homes as necessary.
- Improve internal communication with staff concerning Health & Safety matters, through attendance at Team Meetings, drafting articles for Staff Briefings & Newsletters, occasional Health & Safety bulletins etc, in liaison with the Head of Health and Safety.
- Develop and deliver Health and Safety Training
- Health and Safety Officers are authorised to stop work in the event of imminent danger to employees, contractors and members of the public.

### Delegated Landlord Duty Holders

Hazard	Responsible Person	Technical Expert
Management of Asbestos	Simon Bamfield	Andrew Nicholls Georgina Spear *Terry Davies
Management of Legionella	Roy Parlor	Keith Gibbons
Management of Gas	Kevin Manning	Frank Dalton Mark Langford
Management of Fire	Simon Bamfield	Sam Bunch (Jacobs Babbie) * WMFS Mark Darmody
Management of Electricity	Kevin Manning	Simon Badger Steve Fessey Alan Eveson (Duty Holder NICEIC)
Management of Passenger Carrying Lifts	Roy Parlor	Keith Gibbons
Management of Waste	Simon Bamfield	Waste and Environmental compliance officer
Management of Road Risk		Mark Darmody
1.Fleet 2.Essential/User 3 All other	Ian Meakin Tina Wood Tina Wood	WCC Fleet Services *

\* Appointed Consultants

## Site Duty Holders

A site duty holder is appointed at each site office to monitor Health and safety arrangements including:

Asbestos  
Fire  
First Aid  
General Environment  
Electrical  
Gas  
Passenger Carrying Lifts  
Legionella

## Strategic Leadership

This section deals with the responsibilities of formal groups who provide direction and oversight and agree the objectives on health and safety.

### The Full Board

- Receive sufficient information, and where necessary training to enable them to act with due diligence.
- Appoint a Health and Safety Champion
- Follow good practice set out by the Health and Safety Commission and The Institute of Directors in guidance Document “Leading Health and Safety at Work.
- Receive specific and routine reports
- Receive a Health and Safety Report twice yearly
- Take responsibility and “ownership” of health and safety
- Monitor health and safety by ensuring regular H&S reports are received.
- Review health and safety at least once a year. This will include examining whether the health and safety policy reflects the organisations current priorities, plans and targets.

### Audit and Service Delivery Committee

- Receive an annual overview of completed health and safety audits

## **Consulting on Health and Safety**

Effective consultation is essential if Wolverhampton Homes is to satisfy its commitment to promote a collaborative approach to health and safety.

Wolverhampton Homes will consult on the introduction and modification of policies and procedures in respect of health and safety. The consultation will take place through working groups and the following formal consultation machinery.

### **Health and Safety Champions**

- Appoint representative staff members from across key organisational areas.
- To be afforded time to attend Health and Safety Champion meetings.
- Take an active part in health and safety matters.
- To assist develop best practice ideas and innovations.
- To act as a Health and Safety advocate for colleagues.
- Assist Health and Safety Advisors with health and safety inspections and accident investigations.
- To assist with engagement and communication of health and safety matters.

### **Health, Safety and Wellbeing Committee**

#### **1.0 Purpose**

The Health and Safety and Wellbeing Committee (HSWC) has been established to take a strategic overview of health, safety and wellbeing issues affecting Wolverhampton Homes.

#### **2.0 Membership**

Membership will consist of a sufficient number of divisional representatives to ensure that all members of staff are represented on the committee as well as Trade Union representatives from recognised Trade Unions.

It is the responsibility of the Directors to ensure that each section within their service is adequately represented.

In addition, any other person may be invited on an ad-hoc basis for the purpose of presenting reports/advice as appropriate. There is a standing invitation for the Board Health and Safety Champion to attend as an observer.

The HSWC is chaired by the Director of Business Support.

The HSWC members will undergo any necessary training for them to be able to undertake their roles effectively.

### **3.0 Meetings**

The HSWC will meet at least quarterly and these will be scheduled annually in advance. Minutes of the meetings will be taken by a member of the Governance/Secretariat team and agenda and papers distributed to members 5 working days in advance of meetings. Action points and /or minutes from meetings will be distributed to members within 10 working dates of the meeting.

### **4.0 Functions of the Health and Safety and Wellbeing Committee.**

The Health and Safety and Wellbeing Committee will:

- Consider and approve policies on Health, Safety and Wellbeing.
- Consider the implementation of H&S legislation, HSE/HQN Safety-net alerts, coroner's recommendations and good practice guides and recommend appropriate action.
- Consider reports from enforcement bodies and recommend appropriate action.
- Appoint task groups to examine specific Health and Safety issues.
- Receive Health and safety inspection and audit reports and recommend appropriate action to address any shortfall.
- Receive reports on near misses, work related ill health, incident and accident reports and recommend appropriate action.
- Provide a means for communication to employees about the implementation of Wolverhampton Homes' health and safety management system including the planning, organising, monitoring and reviewing of Company measures to ensure the health and safety and welfare of its employees.
- Play a key role in actively monitoring and driving improvements in the health and safety performance of the organisation.
- Provide a vehicle for consultation with employees on health and safety matters.
- Provide Wolverhampton Homes with a means of sharing ideas, highlighting examples of good practice and promoting a positive Health and safety culture.

### **Communicating on Health and Safety**

Wolverhampton Homes will provide effective communication channels in respect of health, safety and wellbeing. Communication will be accomplished by:

Publishing the health and safety policy and distributing to managers.

Providing copies on the Management System and the staff web home page in health and safety.

Providing Health and Safety briefings on relevant Health and Safety Issues.

Undertaking tool box talks, team briefings and including health and safety as a standing agenda item at meetings.

Utilising the e-mail system to provide information on health and safety.

Meetings with partners and contractors

Informing tenants via newsletters and attending meetings

Health and Safety Champions are appointed from each work area. They assist during health and safety inspections and accident investigations. They also work with the health and safety advisors to communicate health and safety and to promote continuous improvement.

## **Planning for Health and Safety**

Planning is the key essential to ensure that our health and safety procedures really work in practice. Planning involves identifying priorities and setting key objectives, identifying hazards, assessing risks, implementing standards of performance and developing a positive culture.

Wolverhampton Homes will:

- produce an annual health and safety plan that identifies objectives that are realistic measurable and achievable
- establish management arrangements, risk control systems and workplace precautions
- set performance Indicators where appropriate
- utilise appropriate compliance standards in the plan
- ensure the participation and involvement of employees and their representatives;
- keep up to date with changes in health and safety legislation, standards and good practice and with management practices relevant to the organisation.

## **Measuring our Health and Safety Performance**

Measurement is essential to maintain and improve health and safety performance. We need to know where we are, where we want to be and identify the differences and why.

We will measure our performance by having both active monitoring (checking before things go wrong) and reactive monitoring (checking when things went wrong and understanding why.)

This will be achieved by:

- setting standards
- having in place good risk control strategies
- monitoring that Wolverhampton Homes is complying with health and safety laws that are relevant to its activities
- maintaining accurate records and investigating near misses, work related ill-health, incidents and accidents and identifying their causes
- benchmarking our performance against similar housing sector organisations.

A Health and Safety Performance Framework is operational. Service standards and Performance Indicators have been set against the key Landlord Duties.

The agreed Performance Indicators measure Health and Safety compliance as set out in Health and Safety regulatory requirements.

Performance is reported to the Health Safety and Wellbeing Committee.

## **Auditing and Reviewing**

Health and Safety Management audits are used to check that our policy, organisation and systems are effective and relevant.

We use audits and reviews to improve our ability to manage risk, especially by:

- checking levels of compliance with our health and safety performance indicators against legislation and good practice
- undertaking health and safety audits
- analysing near misses, work-related ill-health and injuries for causes and trends
- identifying areas where performance can be improved
- feeding audit findings into a management action plan with a timetable for implementation
- checking that agreed objectives are achieved within a given time scale
- communicating audit outcomes to relevant committees e.g. the Health Safety and Wellbeing Committee reviews audit reports and management action plans and monitors their implementation
- Keeping staff informed via e-bulletins, and other literature.

## Websites/Further information

Wolverhampton City Council Health and Safety Team

Wolverhampton Homes document library

Health and Safety Executive – [www.hse.gov.uk](http://www.hse.gov.uk)

Royal Society for the Prevention of Accidents – [www.rospa.com](http://www.rospa.com)

Institution of Occupational Safety and Health – [www.iosh.co.uk](http://www.iosh.co.uk)

Environment Agency - [www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

HQN Safety-net - [www.http://snet.org.uk/](http://www.http://snet.org.uk/)

A version of this policy is available on the management system

Chief Executive \_\_\_\_\_ Shaun Aldis

Board (Chair) \_\_\_\_\_ Anne Bennett

Date \_\_\_\_\_

Review June 2019 \_\_\_\_\_

Landlord incidents

Appendix 2

Date	No	Address	Incident Type	Severity	Date	No
1. 22/10/17		Highfield Court	Fire	No injury	Bin fire	Smoke spread to 9th floor to flat [REDACTED] – Kevin Manning & Keith Gibbons – conducted investigation & report
2. 23/10/17		Gozzard Street	Fire	No injury	cooker cleaned - refer to 8 Slim Ave	Passed to Housing Management & Repairs – closed.
3. 28/10/17		Gozzard Street	Fire	No injury	x2 seats of fire wheelie bin & sofa - arson - gas main damaged externals	Passed to Housing Management & Repairs – closed.
4. 12/11/17		Perry Avenue	Fire	No injury	Chip pan fire	Passed to Housing Management & Repairs – closed.
5. 23/11/17		Okement Drive	Fire	No injury	Phone charger first floor living room	Passed to Housing Management & Repairs – closed.
6. 23/11/17		Caledonia Road	Fire	No injury	Cooking fire contained in kitchen	Passed to Housing Management & Repairs – closed.
7. 15/12/17		Pennwood Court	Fire	No injury	Faulty MCB - consumer unit fire - outside EICR	Passed to Housing Management & Repairs – closed.
8. 26/12/17		Dale Street	Fire	No injury	Tumble dryer fire	Passed to Housing Management & Repairs – closed.
9. 30/12/17		Woodcross Lane	Fire	No injury	Secondary fire - wheelie bin & rubbish - suspect careless disposal cigarette	Passed to Housing Management & Repairs – closed.
10. 2/1/18		Fifth Avenue	Fire		No info provided from WMFS	Passed to Housing Management
11. 9/1/18		Tennyson Road	Fire	No injury	Tumble dryer OOA	Passed to Housing Management
12. 12/1/18		Wesley Street	Fire	No injury	Small fire in kitchen drawer adjacent to cooker OOA	Passed to Housing Management
13. 1/2/18		White Oak Drive	Fire	No injury	Cooking left unattended	Passed to Housing Management

<b>14.</b> 3/2/18		Gregory Court	Fire	No injury	Cooking	Passed to Housing Management
<b>15.</b> 20/2/18		Victoria Road	Fire	No injury	Chimney fire	Passed to Housing Management
<b>16.</b> 1/3/18		Rough Hills Road	Fire	No injury	Toaster on fire OOA	Passed to Housing Management
<b>17.</b> 29/3/18		Wenlock Avenue	Fire	No injury	Cooking – vulnerable person drug & alcohol dependent	Passed to Housing Management
<b>18.</b> 2/4/18		Valley Road	Asbestos		OOH callout operative disturbed known ACM's - no info on Northgate, but on info@work.	Asbestos abatement works completed – reassurance testing etc. Asbestos mgmt. info failure.
<b>19.</b> 7/4/18		Vauxhall House	Fire	No injury	Cooking	Housing Management have attended – concerns re: sub-letting lodger.

Wolverhampton Homes

**Appendix 3**

Accidents / Incidents / Near-Misses and Physical Assaults - April 2018 – Current

	Reportable Accidents	Non-Reportable Accidents	Reportable Incidents	Physical Assault	Near-Misses
April 18	0	5	0	0	0
May 18	1 (a)	2	0	0	0
June 18	0	1	0	0	0
July 18					
Aug 18					
Sept 18					
Oct 18					
Nov 18					
Dec 18					
Jan 19					
Feb 19					
March 19					
<b>Total</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Reportable Accidents.**

(a) Trade Support Improver – hand injury (hand tool injury, over 7 day)

**Reportable Incidents.**

Wolverhampton Homes  
Accidents / Incidents / Near-Misses and Physical Assaults - April 2017 – March 2018

	Reportable Accidents	Non-Reportable Accidents	Reportable Incidents	Physical Assault	Near-Misses
April 17	1 (a)	6	0	0	0
May 17	0	2	0	0	0
June 17	0	3	0	0	0
July 17	0	7	0	0	0
Aug 17	1 (b)	5	0	0	0
Sept 17	0	4	0	0	0
Oct 17	1 (c)	3	0	0	0
Nov 17	0	4	0	0	0
Dec 17	0	3	0	0	0
Jan 18	0	6	0	0	0
Feb 18	1 (d)	2	0	0	1
March 18	0	3	0	0	0
<b>Total</b>	<b>4</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Reportable Accidents.**

- (a) Plasterer – back injury (fall from height, over 7 day)
- (b) Property Supervisor – soft tissue injury (Road traffic accident, over 7 day)
- (c) Asbestos Operative – leg injury (slip/trip/fall same level, over 7 day)
- (d) Customer Liaison Officer – back injury/pre-existing (another type of accident, over 7 day)

**Reportable Incidents.**

Wolverhampton Homes

Appendix 4

Lost days resulting from workplace accidents

	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
January	17	0	5	19	12	9	32	12	0	23	0
February	77	28	58	19	4	2	23.5	20	0	10	1
March	8	10	27	26	0	0	21	11	0	25	19
April	29	14	26	6	0	0	0	0	8	15	3
May	15	39	27	0	6	0	14	1	11	0	10
June	21	11	31	6	21	0	1	0	0	0	14
July	40	14	26	38	37	0	0	20	11	2	
August	47	0	22	78	43	0	0	0	2	17	
September	14	10	37	46	23	18	0	0	2	0	
October	52	158	48	5	38	0	0	10	17	16	
November	56	76	22	0	12	0	27	30	23	0	
December	0	0	23	0	0	0	3	4	15	0	
<b><u>Total</u></b>	<b>376</b>	<b>360</b>	<b>352</b>	<b>243</b>	<b>196</b>	<b>29</b>	<b>121.5</b>	<b>108</b>	<b>89</b>	<b>108</b>	<b>47</b>

2010 – Barrier 200

2012 – Ladder 127

2014 – Roller shutter 76 Door wrist 30

2015 – Ankle stairs 43 Bin lid hit head 1 Twisted ankle van 20, walked into door frame 22+

2016 – Fractured thumb handling boiler 19, slipped down wet communal stairs 11, slipped on stairs & twisted knee 2, tripped on step & fell on wrist 2, fell down stairs – broken collarbone 51, fell & landed on a piece of concrete 1, partial finger amputation caused by loading rubble into skip 3.

2017 - Apprentice Estate Caretaker – twisted knee handling a roll of wet carpet 9, Trainee painter – pulled a muscle in shoulder moving filing cabinet 14, Concierge Caretaker – knee injury missed footing on stairs 10, Gas Operative – twisted ankle in pot hole on car park 19, Plasterer – back injury fall from height 15, Property Supervisor – soft tissue injury lower back & legs 9, Asbestos Operative – cut/graze to leg 16.

2018 – Customer Liaison Officer – back injury/pre-existing another type of accident 20, Electrician – dog bite injured by animal/insect 3, Trade Support Improver – hand injury hand tool injury 21, Response Repairs Officer – eye injury hit by moving/fly/fall object 3.

Fire safety tower block action plan summary – June 2018 update.

Appendix 5.

Action No	Issues	Progress / update on actions taken	
4.0	<b>Delivery of Fire Safety Work</b>	<p><b><u>Graiseley Blocks</u></b> Fitting of new flat entrance doors and glazed screens to glass block walls on communal landings, fire stopping measures within communal areas and redecoration have all been completed.</p> <p><b><u>Vauxhall Blocks</u></b> Fire stopping work completed. Contractors have installed all the fire rated screens to glass block walls on communal landing which are currently being painted by the decorators.</p> <p><b><u>Heath Town Tower Blocks</u></b> All fire safety improvement works have been completed on all 8 blocks. Contractors in the process of measuring and fitting 22 notional flat entrance doors.</p> <p><b><u>Merry Hill Blocks</u></b> Fire safety improvement work completed and awaiting sign off.</p> <p><b><u>Whitmore Reans Blocks</u></b> Fire safety improvement work complete.</p> <p><b><u>Stowlawn Blocks</u></b> Fire safety improvement work 65% complete. Estimated completion date mid-June 2018.</p> <p><b><u>Chetton Green and Boscobel Blocks</u></b> Fire safety improvement work will form part of the High Rise Infra-Structure programme. Work on the first 3 blocks at Chetton Green has commenced.</p> <p><b><u>Lakefield and Hickman Blocks</u></b> Fire Safety improvement work still outstanding.</p>	
	<b>WMFS inspections and sign off.</b>	Following a joint visit on 7 <sup>th</sup> February with WMFS the three Graiseley blocks have formally been signed off. WMFS confirmed they are satisfied with extent and quality of work carried out. A similar joint inspection will be undertaken on completion of fire safety work on the Vauxhall blocks.	
	<b>Door Closer Programme</b>	A separate programme of works will shortly commence to retrofit door closers on all flat entrance fire doors within our tower blocks.	
	<b>Flat entrance doors</b>	Leaseholders with own fit flat entrance doors have either provided certification to confirm their door achieves a 30-minute fire rating or agreed to have a new door fitted by WH. Our contractors are currently part way through measuring / fitting leasehold and council fit notional fire doors.	

\*\* A copy of the detailed action plan is available on the shared L Drive L:\WHS\Shared\Communal Area Fire Risk Assessment\FRA MEETINGS\FIRE SAFETY MEETINGS 2018

**Wolverhampton Homes Fire Risk Assessment monitoring sheet.**

FRA's	No of blocks	Frequency Required	No. in date @ 2/4/2018	No out of date @ 2/4/2018	No. of FRA's issued to Jacobs or in-house team @ 2/4/2018	Date Issued	No. inspected by Jacobs or in-house team @ 2/4/2018	Reports still o/s from Jacobs or in-house team @ 2/4/2018	Comments/Issues
High Rise (6 storey +) <i>Category 1</i>	36	12 months	36	0	5	29/01/2018	5	0	
Low Rise (2 storey) (Former Sheltered Schemes - with Communal Areas) <i>Category 1</i>	10	12 months	10	0	0	N/A	0	0	
High Rise - Deck Access Blocks (Heath Town) <i>Category 1</i>	11	<sup>(1)</sup> 2 years	11	0	0	N/A	0	0	<sup>(1)</sup> WH Fire Safety Policy states frequency of 12 months for Category 1 blocks. Jacobs recommend every 2 years for deck access blocks. (To be amended as part of Fire Safety Policy Review)

<b>Medium Rise (3 - 5 storey) Category 2</b>	<b>362</b>	<b>3 years</b>	<b>362</b>	<b>0</b>	<b>228</b>	<b>01/03/2017</b>	<b>0</b>	<b>0</b>	<b>FRA's carried out by in-house team</b>
<b>Low Rise (2 storey) Category 3</b>	<b>424</b>	<b>5 years</b>	<b>424</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>FRA's carried out by in-house team</b>
<b>Non-Domestic Premises Category 4</b>	<b>42</b>	<b><sup>(3)</sup>1-3 years</b>	<b>42</b>	<b>0</b>	<b>18</b>	<b>29/01/2018</b>	<b>16</b>	<b>2</b>	
<b>Totals</b>	<b>885</b>		<b>885</b>	<b>0</b>	<b>251</b>		<b>21</b>	<b>2</b>	

It is key to understand that Wolverhampton homes are the lead organisation for any fire safety issues within the dwelling. West Midlands Fire Service enforcement powers do not extend within the dwelling. West Midlands Fire Service can complete a safe and well visit and a more user friendly electronic means of booking such visits will be available soon.

Housing operations work closely with the health and safety team to proactively identify risk and manage the risk that may be present to the tenant, neighbours and also to firefighters should they need to attend.

More complex cases can require continued monitoring and also case conferences with all relevant involved parties. Many such cases with multiple risk factors e.g. hoarding and mental health are not easy fixes and can continue for considerable timescales.

Key risk factors considered by H&S team when assessing a property would be:

Smoke detection- does it work

### **Smoke detectors do not prevent a fire from occurring**

They provide the earliest possible warning in the event of a fire to give the best possible chance of exiting the property safely and calling the fire service.

It is essential that the smoke detector is suitable for the tenants individual needs.

### **Smoking within the property**

A high percentage of injuries and fire deaths are from fires caused by smoking. Indicators of risk to fire associated with smoking include burns on carpets, furniture, bedding and clothing. Evidence of smoking in bed Carelessly discarded cigarettes or matches and overflowing ashtrays. Lighters or matches within the reach of children.

### **Unsafe cooking**

Unsafe cooking conditions include heavily oil soiled cookers, hobs and frying pans. This increases the likelihood of a cooker fire developing. This is often associated with chaotic living, poor decision making and vulnerability.

### **Substance Dependency or Misuse**

May increase the likelihood of a fire, particularly from smoking or cooking because its effects inhibit the ability to make safe decisions. It also affects the ability to recognise and respond appropriately in case of fire.

## **Prescribed medication**

Prescription medication can increase the risk of a fire starting particularly if the individual is a smoker. It can inhibit the ability to vacate the property in a safe and timely manner. This is because it is either designed to or has side effects that relax and help people to sleep.

## **Mental Ill Health Physical/Mental Impairment, Limited Mobility/Reduced Manual Dexterity**

Mental illness with minimal medical intervention does not necessarily increase risk to fire. More serious diagnosed conditions often lead to stronger medication, and more propensity to consume alcohol, non-prescription drugs and smoking. In some more serious conditions symptoms can include fire setting behaviours.

## **Sensory impairment whether visual or hearing will affect or delay response and or escape from the development of a fire unless the correct equipment is installed**

A person with a physical impairment or limited mobility is not necessarily at greater risk of fire, however should a fire occur they may be slow or unable to vacate the property. Reduced manual dexterity may increase the likelihood of a fire, particularly from smoking. For individuals who are bed dependent or bariatric in the event of a fire escape will not be an option. The biggest risk to these individuals is from smoking.

## **Dementia**

Dementia affects a person's ability to make rational cognitive decisions and will become more challenging the more developed the disease is. Some of the specific risks and vulnerabilities to fire that the condition creates are leaving cooking unattended or putting things on cookers or in microwaves that shouldn't be there. Failure to recognise the sound of the smoke detector. Not recognising the property they live in can inhibit their ability to exit in a safe and timely manner in the event of a fire.

## **Disorganised and chaotic living - Hoarding Behaviours**

Hoarding increases fire loading within a property. It can block exit routes which would reduce the ability to exit in a safe and timely manner in the event of a fire. It affects fire fighter's ability to tackle the fire because it makes the fire more intense and makes it more difficult for a successful rescue. The content of the hoard may include hazardous or highly inflammable materials. The hoard may be located close to ignition sources such as gas fires or cooker. Hoarding will drastically increase the fire loading which can aid fire spread. It will present inherent dangers for attending fire fighters. Wolverhampton homes have a duty of care to share known hazards and as such all significant hoarding and property risk information is shared with WMFS. This information is available to attending crews and may influence how the fire is tackled.

## **Use of medical oxygen**

Oxygen is highly explosive when exposed to naked flame or dirt and grease. Medical oxygen use is often associated with smoking related lung diseases and users often continue to smoke. The oxygen rich atmosphere stays within clothing and furnishings creating an increased risk of rapid fire spread which is a particular risk for smokers or tenants with a gas fires or gas cookers. Medical oxygen cylinders pose a risk to fire fighters and the tenant in the event of a fire because the heat from the fire may cause the cylinders to explode. Smoke detection must be fitted in all rooms of use.

## **Airflow mattresses**

Modern medical beds supplied by the NHS can have air flow mattresses which can aid and increase the development of a fire within a bed. Particular risk if the person also smokes in bed.

## **Property risk**

The type of property is a risk factor. Consideration is given to the property type and how it will perform during a fire scenario. All active and passive fire safety measures are reviewed considering the risk. Unsafe gas and electrical installations and appliances can pose serious risk.

Complexities of high rise blocks offer obvious risks as means of escape can be compromised by poor compartmentation with the spread of fire and smoke. However, a complex case within a terraced property can present considerable risk to life and asset of affected dwelling and neighbours within the terrace. Understanding of any latent defects and any previous fire incidents within similar archetypes is imperative.

## **Recommendations**

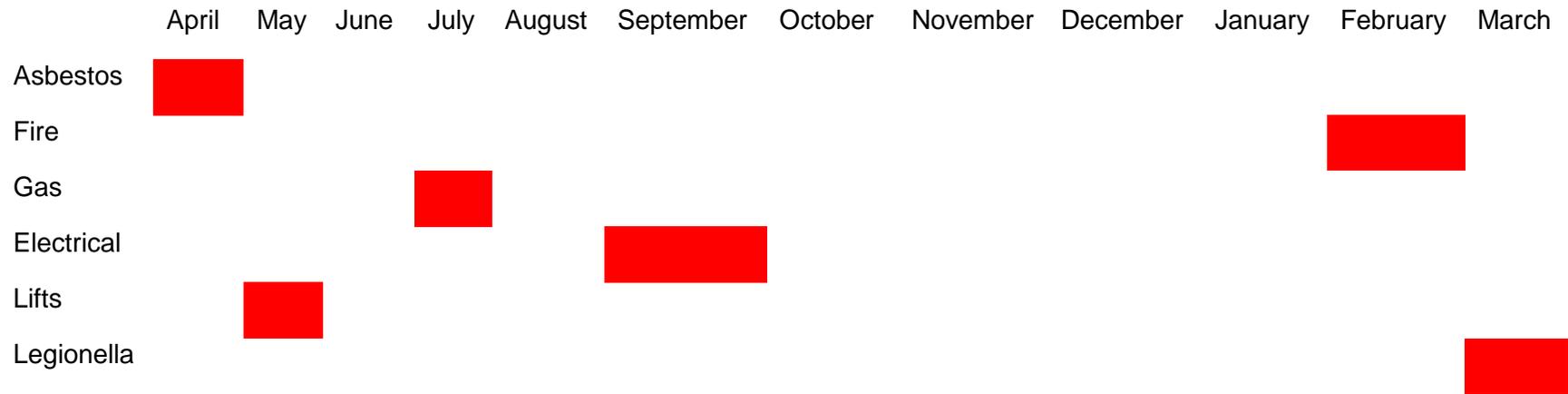
A combination of all above risks factors are reviewed, and any additional measures required will be recommended.

Recommendations include but not limited to the following:

- Letterbox protection.
- Additional smoke detectors.
- Specialist hearing/visual impaired smoke detectors.
- Low frequency detectors.
- Fire retardant mats, throws, and bedding.
- Refitting/installing internal doors.
- Replacing Gas fires with electric fire suites.
- Verifying and sealing breaches to fire compartmentation with suitable materials.
- Temporary portable suppression system.
- Domestic suppression system installation.
- Removal of high risk items fuels, gas cylinders etc.
- Immediate interventions to remove a high-risk item/issue.
- Close working relationship to assist reducing hoarding.

# Health and Safety Audit Schedule 2018 -2019

Appendix 7



## Appendix 8

### Health & Safety Performance Indicator March Quarter 4 2017 -18

Health & Safety		Year to date	Target	Direction
<b>HS1</b>	Management of asbestos - % of re-inspections carried out within timescales	100	100	A figure <b>higher</b> than the target is good
<b>HS2</b>	Management of Fire Risk Assessments in Communal Areas of Flats and Registered Non-Domestic Premises % of inspections carried out within timescales	98	100	A figure <b>higher</b> than the target is good
<b>HS3</b>	% of Supervisor and Operative mandatory refresher training carried out annually	100	100	A figure <b>higher</b> than the target is good
<b>HS4</b>	% of Supervisor and Operative mandatory medicals carried out within timescale	100	100	A figure <b>higher</b> than the target is good
<b>HS5</b>	% of Supervisor and Operative mandatory RPE face-fit tests carried out within timescale a) Annual face-fit test carried out by independent b) Monthly maintenance examinations carried out in-house	100	100	A figure <b>higher</b> than the target is good
		100	100	A figure <b>higher</b> than the target is good
<b>HS6</b>	% of Mandatory Plant and Equipment tests carried out within timescales	100	100	A figure <b>higher</b> than the target is good
<b>HS7</b>	% of mandatory four stage site clearance certification for reoccupation tests passed 1st time	100	100	A figure <b>higher</b> than the target is good

<b>HS8</b>	% of mandatory licensed modifiable treatment works cancelled on day of work start	3.45	0	A figure <b>Lower</b> than the target is good
<b>HS9</b>	% of Gas/Biomass boilers that received an inspection/service within a 12-month period a) Holgate Road b) Tremont Street	100	100	A figure <b>higher</b> than the target is good
		100	100	
<b>HS10</b>	% of Non-Domestic sites fully Pat Tested at an interval of 12 months	Annually	100	A figure <b>higher</b> than the target is good
<b>HS11</b>	% of Lightning Protection Systems at High Rise and Medium Rise sites fully serviced and tested within a 12 months period	100	100	A figure <b>higher</b> than the target is good
<b>HS12</b>	% of Sites where a risk assessment has been carried out for control of Legionella Bacteria in domestic water systems within a 2 year period	100	100	A figure <b>higher</b> than the target is good
<b>HS13</b>	Servicing and availability of Dry Risers of Wet/Dry Riser receiving a Hydraulic test a) % b) % of certificates held on asset management files	100	100	A figure <b>higher</b> than the target is good
		100	100	
<b>HS14</b>	% of Emergency Lighting Systems on High Rise and Medium Rise sites fully serviced and tested within a 6-month period	100	100	A figure <b>higher</b> than the target is good
<b>HS15</b>	A) % of time lifts are available B) % of Passenger lift plant serviced/inspected monthly	98.57	95	A figure <b>higher</b> than the target is good
		100.00	100	
<b>HS16</b>	Electrical inspection testing 5-year programme	97.00	100	A figure <b>higher</b> than the target is good

<b>HS17</b>	% of valid gas certificates for tenanted properties	99.99	100	A figure higher than the target is good
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Monthly Events off target

**HS2** - 36 out of 36 High Rise Blocks within timescale 100%, 285 out of 362 Medium Rise Blocks within timescale 78%, 424 out of 424 Low Rise Blocks within timescale 100%, 10 High Rise Deck Access Blocks within timescale 100%, 10 out of 10 Former Sheltered Low-Rise Blocks within timescales 100% and 41 out of 42 Non-domestic Properties within timescale 98%. Total number of FRA's within timescale 66.

**HS8** - Target met at the end of quarter 4, 2 licensed notifiable works that took place, neither were cancelled. The end of the year a total of 29 licensed notifiable works were scheduled and 1 was cancelled during the year.

**HS16** - Percentage tolerance for the year is 5%, so at the end of the financial year performance has finished off in the amber range.

End

# Board Report

Agenda Item 6



**29 June 2018**

**Skills Development Update – Outturn 2017/18**

**Open Report**

<b>Status:</b>	For information
<b>Author and job title:</b>	Oliver Herrmann, Skills and Enterprise Manager
<b>Contact No:</b>	01902 554818
<b>Recommendations:</b>	<b>Board members are asked to note the content of the report.</b>
<b>Key risks and contentious issues:</b>	<p>Risks to the employability and prospects of tenants/leaseholders and their family members which could have an impact on income to Wolverhampton Homes.</p> <p>Failing to prepare/support tenants for further welfare changes; leaving tenants without the necessary skills to manage effectively.</p> <p>Wolverhampton Homes failing to support the City of Wolverhampton Councils strategic vision – to create a city where there are high levels of employment and opportunities for all types of learning through life.</p>

## Management Summary

### 1.0 Purpose

- 1.1 The report provides a progress update to Board members on all employability, training and skills development initiatives provided for both tenants/leaseholders and family members of Wolverhampton Homes.
- 1.2 The report also highlights future proposals for the service and how it will support key priorities of the city such as homelessness and young people leaving care.

### 2.0 Background

2.1 Over the last 12 months, the Skills and Enterprise team has continued to work actively in line with the objectives of the Wolverhampton City Strategy and the recommendations implemented from the Employment and Skills Commission in September 2015. The strategy aims to improve the social, environmental and economic well-being of the city. The team's activities support all age groups and look to target the most deprived areas of the city with training and employment initiatives to break the cycle of unemployment. In partnership with the City of Wolverhampton Council, we aim to close gaps in skills, identify and unlock the key barriers and make considerable progress to support city ambitions:

- In his 'State of Wolverhampton' speech to Wolverhampton City Council in September 2014, Council Leader Roger Lawrence made it clear that tackling unemployment and skills shortages in Wolverhampton is to be a top priority over the next 10 years.
- The Wolverhampton City Strategy – Prosperity for All 2011-2026 has set ambitious goals to increase jobs, increase employment levels, tackle health inequalities and reduce child poverty. All the key partners across the public, private and voluntary sector have signed up to these priorities
- The latest briefing note for Wolverhampton's unemployment statistics is contained in Appendix A.

2.2 The Skills and Enterprise Manager continues to sit on the Skills and Enterprise Board for the city to shape the city-wide provision and strategy. The board has highlighted several key features shaping the challenge in Wolverhampton:

- I. Wolverhampton has a relatively large local economy, but despite new employment opportunities has seen slower than average growth. Manufacturing and engineering are important sectors locally in terms of employment relative to the national average, but there is increasing diversification of sectors within the local economy.

- I. Wolverhampton residents are not competing as successfully as they might be for employment opportunities in Wolverhampton (and beyond).
- II. Wolverhampton has a lower than average skills base, for example a further 20,000 of the working population would need to obtain a qualification for the city to reach the national average.
- III. While there will be future employment opportunities in most sectors, the most projected growth in occupations is increasingly biased towards higher level skills.
- IV. Wolverhampton currently has the highest number of applications per advert/vacancy than anywhere else in the country.
- V. Despite the improvements seen nationally, the unemployment rate in Wolverhampton has continued to rise slowly and did so by a further 475 claimants in April 2018.

2.3 The report details a number of ways that Wolverhampton Homes and its partners are supporting the city and are committed towards achieving the goals set out by the strategy. The success of the strategy will be measured on the below targets:

- By 2026 the number of jobs per head of the population in Wolverhampton will have grown from 0.77 to 0.85.
- By 2026 Wolverhampton will have an employment rate of at least 70% from a baseline of 61.3% in 2010.

2.4 Supporting tenants, leaseholders and family members with employment and training initiatives can have a significant impact on other areas of the organisation. New research from the Housing Associations' Charitable Trust (HACT) has shown that repair bills can be significantly reduced if tenants are supported into work. Routine maintenance costs the social housing sector in England in excess of £1.8 billion per year, and moving people back into work can help reduce this bill by approximately £130 million (*Community Investment and the Bottom Line*). The research found that:

- Tenants in full time employment are more likely to have between 16-34% lower responsive repair costs compared to tenants on full housing benefit.
- 31% of tenants are unemployed/inactive and another 11% are in part time employment (English Housing Survey Headline Report 2015).
- Based on these figures, if the differences in repair costs observed by HACT's study were extrapolated across the sector, approximately £130 million per year more is being spent on repairs than would be if these households were in full time employment.

### **3.0 LEAP**

- 3.1 Members will have received previous reports to both the main board and the Resources Committee regarding LEAP. Over the last 12 months, the programme has been developed significantly and whilst this continues to be Wolverhampton Homes' overarching employability scheme, LEAP has been able to take advantage of both funded and income generating opportunities within the region. This has allowed the Skills and Enterprise team to increase the employment and training offer to Wolverhampton Homes' tenants, leaseholders and their family members.
- 3.2 LEAP continues to operate a never say no ethos and the development programmes ensure that Wolverhampton Homes' approach to skills development is inclusive to all no matter their age, ethnicity, attainment levels or prior experience.
- 3.3 The Skills and Enterprise Manager maintains relationships with partners and local organisations to create employment opportunities for tenants. The team are currently supporting Slickstitch, a local embroidery and manufacturing company to recruit to 130 temporary vacancies.
- 3.4 The development programmes that form LEAP have individual performance targets attributed to them either by the funding body or by the business improvement team at Wolverhampton Homes.
- 3.5 In 2017/18 Wolverhampton Homes supported 342 tenants/leaseholders into training and 149 into sustainable employment.

### **4.0 Black Country Impact (for Wolverhampton Homes Tenants aged 15-29)**

- 4.1 Members will have received previous information regarding the Black Country Impact Project ban Project and associated funding – a reminder of this programme is contained in Appendix B.
- 4.2 Over the last financial year, Wolverhampton Homes have worked closely with the city of Wolverhampton Council, Connexions and other partners to achieve the following results:
- 1557 young people engaged
  - 474 supported interventions completed
  - 578 in education/training or in employment upon leaving
  - 163 received an offer of employment/apprenticeship
- 4.3 The initial impact project was due to end in July 2018 however an extension of the funding has now been approved through to 2021.

## **5.0 Skills Support for the Unemployed/Traineeships (for tenants/leaseholders of all ages)**

5.1 In February 2016, Wolverhampton Homes were accepted to the Black Country Training Group (BCTG) Consortium. BCTG is one of the largest independent Lead Providers in the country who work with around 50 sub-contract partners across England with contract values of over £14 million.

5.2 BCTG committed to a contract value of up to £70,000 for the period August 2017 to July 2018 for Wolverhampton Homes to deliver a traineeship programme to young people aged 16-24 and an employability qualification to tenants/leaseholders of all ages.

5.3 The main objective of the traineeship programme is to tackle low attainment levels experienced amongst young tenants to ensure they meet the entry requirements of an apprenticeship and the majority of job roles (level 2). The governments ambition is to create 3 million more apprenticeships by 2020; this programme supports this aim by ensuring young people are prepared for the increased opportunities.

5.4 The Skills Centre based at Tarmac Road successfully gained OCR accreditation and now delivers the following qualifications as part of this programme:

- Functional Skills Maths (Entry Level 3 to Level 2)
- Functional Skills English (Entry Level 3 to Level 2)
- Employability Skills (Entry Level 3 to Level 2)

5.5 In addition to this, the traineeship provides 17.5 hours of work experience per week to ensure learners can develop work ready skills.

5.6 For the period, August 2017 to 31 March 2018, 53 learners have completed their employability qualifications and 13 have completed the traineeship scheme. 73% entered employment following these programmes.

5.7 Tenants are offered the opportunity of work placements with Wolverhampton Homes, its supply chain or partnered organisations following completion of the programme.

## **6.0 Talent Match (for Wolverhampton Homes tenants or family members aged 18-29 with multiple barriers)**

6.1 The Talent Match programme is a Big Lottery funded programme that sits across the Black Country. The programme is designed to support young people aged between 18-29 who are some distance away from the job market. The intention is to evolve and trial more effective ways of assisting young people with multiple barriers into sustainable employment.

6.2 In particular, the programme aims to provide support to young people from the following groups:

- Young Offenders
- Very low levels of confidence
- Care Leavers
- Members of travelling families
- Disabled young people
- Young carers/Parents
- Young people engaged in substance misuse
- Young people who are homeless

6.3 Wolverhampton Homes' mentor works with a caseload of 10 young people at a time and provides intense 1:1 support. There is no such target with Talent Match as the work with each young person is on a case by case basis due to their competing needs. However, there are a number of requirements such as the mentor must always have 10 young people on their case load.

6.4 Over the last 12 months, Wolverhampton Homes' mentor has supported 16 young people into employment.

## **7.0 Looked after Children**

7.1 Wolverhampton Homes have worked actively to support the city of Wolverhampton Council's vision of improving the life chances of all children and young people living in Wolverhampton.

7.2 The Looked after Children population in Wolverhampton has continued to decline slowly over the last 3 years and now stands at 643 from a baseline of 807 in 2014. For many young people, the transition post 18 is increasingly complex which can mean that they find the acquisition of skills and confidence to live independently difficult to acquire. This in turn can increase vulnerability, and adversely impact on life chance in terms of education, employment and securing and maintaining accommodation.

7.3 The Skills and Enterprise Team have worked closely with the city councils transition team to provide a pathway into training and employment for a number of young people. The organisation has supported 6 young people in 2017/18 of which Wolverhampton Homes appointed a further 3 looked after children into apprenticeship positions.

7.4 These apprentices were not only supported with qualifications and onsite training but also life skills which included cooking classes, budgeting sessions, housing support and bespoke support depending on their requirements.

7.5 2 of these young people have sustained their tenancies and employment with Wolverhampton Homes for over 12 months and have made real progress. Rio Davies (painting and decorating apprentice) was awarded Care Leaver of the Year in 2018 at the city council's I Awards.

- 7.6 Wolverhampton Homes have made a commitment to recruit 5 looked after children into apprenticeship positions in 2018/19 and will continue to be supported by the organisations mentors.
- 7.7 The organisation continues to promote looked after children week and as in previous years, will give young people an opportunity to see the varied roles that are on offer at Wolverhampton Homes.

## **8.0 Performance and Monitoring**

- 8.1 The numerous programmes that now formulate LEAP have specific targets attributed to them either by the funding body or Wolverhampton Homes' performance team. The Skills and Enterprise team are currently performing well against all targets set.
- 8.2 Appendix C shows a breakdown of numerous targets and the current progress against each one.
- 8.3 Brunel University, London released research that claimed Housing providers were more effective than job centres in helping tenants to take their first steps on the career ladder. Following this research, the Skills and Enterprise Team completed their own survey which showed that 93% of tenants found Wolverhampton Homes more helpful than their job centre and 5% said about they were both equally effective.

## **9.0 Other Programmes**

- 9.1 In addition to LEAP, the Skills and Enterprise team also support a number of other programmes across the city.
- 9.2 *City Deal – Working Together Project*  
Appendix D contains a reminder for board members of the working together project.

The working together project commenced in August 2014 in Bilston East, targeting social housing tenants who are currently out of work and education. The Skills and Enterprise Team have partnered with Bilston Resource Centre to engage and deliver the provision within the area. Since the project commenced there has been a 16.6% reduction in the number of people claiming job seekers allowance in the ward.

- 9.3 *Fast Track into Construction*

The Skills and Enterprise team has continued to work in partnership with the city of Wolverhampton Council to deliver fast track courses across the city. Over the last 12 months the programme has been delivered in partnership with Bouygues, Spellar Metcalfe and Kier.

As part of the programme, participants receive safety boots, CSCS cards, Health and Safety Level 1 award, Asbestos Awareness Certificate, team building sessions, GOALS

confidence building, a Level 1 multi trade certificate, a first aid certificate and work placements with local organisations.

The programme was delivered in three localities over the last 12 months and continues to deliver positive outcome rates of over 75% entering employment after 3 months of the project concluding.

#### 9.4 *The Way – Youth Zone*

The section has continued to support The Way since its opening on 16 January 2016. The team supported the soft launches for Wolverhampton Homes' tenants which saw over 80 young people sign up in one night. In addition to this, members of the Skills and Enterprise Team have volunteered their time after work to deliver rugby coaching, crafts and employability sessions.

Recently young people visited Wolverhampton Homes' modular new build site on the Cannock Road to gain an insight into construction.

Wolverhampton Homes' apprentices have spent time contributing to The Way over the last 12 months by working with young people to make improvements to the facility.

The Skills and Enterprise Manager has assisted The Way in formulating their 'Get into Work' programme which is a 6-week programme assisting young people to develop their employability skills. The team continue to offer work experience, mock interviews and site visits to young people.

#### 9.5 *Enterprise Adviser Network*

In August 2016, the City of Wolverhampton Council asked for support from Wolverhampton Homes to deliver the above national scheme. The purpose of the scheme is to create a powerful, lasting connection between local businesses and schools in the city. Designated Enterprise Advisors work directly with a school's leadership team to develop effective employer engagement plans.

The Skills and Enterprise Manager was nominated by Wolverhampton Homes and was then subsequently assigned to Our Lady and St Chads School in Low Hill. In September 2016, the Skills and Enterprise Manager completed an audit on the school to look for any gaps in its provision for the employability of their students. Since then, the school has been working on an action plan to improve their support to students:

- A guest speaker in assembly's once a month from industry to raise aspiration levels and knowledge of different careers arranged by Wolverhampton Homes.

- Development of enterprise initiatives led by students which has seen the launch of a school shop, entering a national enterprise competition and the development of an allotment.
- Creation of school wide events such as ‘the bake off’.
- Involvement in city wide projects such as Wolves in Wolves.
- Growth of sport provision – sessions now delivered by Worcester Rugby Club to students.
- Interactive employability sessions delivered by employers which include job fairs, mock interviews and CV workshops.
- Support to students who are at risk of falling out of education through Wolverhampton Homes’ mentors.
- Work placements and site visits to a range of organisations.
- Introductions to a number of local organisation that can support the school with a range of activities.

#### 9.6 *Work box and Wolves@Work*

The Skills and Enterprise Manager was assigned to the work box steering group which was a further recommendation of the Skills and Employment Commission 2015. The work box aims to develop a fully interactive website to offer residents, businesses and providers improved access to skills, training and employment opportunities. Councillor John Reynolds said ‘the workbox will act as a ‘front door’ to information, advice and job opportunities.’

The workbox has now been in operation for just over a year and is widely used by residents as the first point of call for information, advice and guidance.

Wolverhampton Homes has several pages within the workbox to ensure tenants are kept aware of the offer.

A similar concept was launched in Telford which saw a 50 per cent fall in 16 to 24 year olds being out of work between April 2014 and March 2015.

#### 9.7 *Click Start*

Click Start is a joint lottery and European Social Funded project to support tenants to tackle the digital or financial barriers that they face to gaining or sustaining work or accessing education and training.

Click Start is delivered within a tenants home and enables people to become digitally independent through flexible and structured models and provides them with the skills to feel confident in dealing with any online applications such as universal credit.

In 2017/18 128 tenants completed the programme with 92% improving their confidence. The funding for click start runs until December 2019.

## **10.0 Strategic Construction Partnership**

10.1 Skills and Enterprise are also responsible for working with Wates Living Space and United Living in relation to their employment and training aspirations. The partnership aims to deliver a legacy of supporting the community through local initiatives.

The Skills and Enterprise Manager continues to support the development of new build sites across the city by working with a range of developers to ensure that they are able to achieve the targets set in relation to employment and training.

Over the last year, the partnership has delivered:

### 10.2 *Schools*

- 16 events at local schools such as career fairs, mock interviews and interactive demonstrations.
- 3 enterprise challenges
- 23 school work experience placements
- Support to the city skills show hosting over 800 students
- One city wide apprenticeship showcase at the Molineux Stadium
- All partners signing up to the Enterprise Adviser Network and assigned local schools to support.

### 10.3 *Wolverhampton University*

- 2 career fairs attended
- 3 breakfast networking events attended to meet students
- 4 graduation awards sponsored and presented
- Support to the first higher apprenticeship scheme in the Built Environment. 4 colleagues from across the partnership completed this qualification.

### 10.4 *Supporting Job Seekers*

- 2 fast track into construction programmes supported.
- 3 job centre events delivered.
- 1 city wide job fair supported which attracted over 2000 people.

## 10.5 *Wolverhampton College*

- 1 job fair held
- All apprentices through the partnership attend Wolverhampton College.

## **11.0 Wolverhampton Homes' Apprenticeship Scheme and Levy**

- 11.1 In 2017/18 Wolverhampton Homes recruited 17 new construction apprentices in line with their succession planning in this area. The apprenticeship model is very much a shared approach where the main contractors buy into the scheme. This allows apprentices the opportunity to work on varied projects such as new build, infrastructure, commercial and repairs and maintenance creating well rounded apprentices.
- 11.2 This model also allows Wolverhampton Homes a greater control on the quality of onsite training and development of apprentices and ensures they take the opportunity to give back to their communities when the chance arises.
- 11.3 The organisation has made use of the apprenticeship levy to fund the training costs of these apprentices and office-based LEAP apprentices across the organisation.
- 11.4 The Skills and Enterprise Manager has been working closely with the City of Wolverhampton Council to support them in utilising their levy. However, they face a difficult challenge to do this and are currently considering diverting 10% of their levy to Wolverhampton Homes which would be a value of £85,000. The organisation is currently developing training packages to match future skills requirements which will utilise this additional resource.

## **12.0 Award Winning Service**

- 12.1 The Skills and Enterprise Team have won and been shortlisted for a number of awards over the last 12 months:
- Tina Wood – Mentor of the Year (Women in Housing Awards 2017)
  - Central Services Team of the Year (Housing Heroes 2017)
  - Youth Employment Initiative of the Year (Personnel Today Awards 2017)
  - Rio Davies – Care Leaver of the Year (I Awards 2018)

## **13.0 Future Developments**

- 13.1 The Skills and Enterprise team will be evolving over the next 12 months to support key areas within Wolverhampton Homes. One of these areas will be the introduction of an employment coach within the housing options team. The employment coach will be offering bespoke packages to support those currently homeless and targeting those at risk of becoming homeless. Therefore, their work will span widely through temporary accommodation, partnership working with agencies and supporting lettings to ensure that new tenants have the best chance of sustaining their tenancies.

- 13.2 Increasing the number of females entering construction will also be a key action point over the next 12 months. Currently, Wolverhampton Homes employ 2% females in their trade workforce which is the national average. The aspiration is for Wolverhampton Homes to be one of the drivers to increasing these levels over the next 5 years.
- 13.3 The employability section will be closely linked to the community engagement team and will have a much wider presence within our estates. The collaborative work across tenancy and income teams will ensure that tenants will have the best possible chance of sustaining their tenancies.
- 13.4 Finally, sustaining the current delivery and external funding models is a priority of Wolverhampton Homes which will continue to allow this area of work to grow and support more residents.

#### **14.0 Financial and value for money implications**

- 14.1 The costs associated to recruiting any tenants through LEAP are met from individual section budgets or partners and are accounted for in the overall budget plans.
- 14.2 External funding has been gained through Black Country Training Group until July 2018.
- 14.3 External funding has been gained for Impact until July 2021.
- 14.4 External funding has been gained for Click Start until December 2019
- 14.5 The Skills and Enterprise Team currently host 2 employees to support the delivery of programmes; one from City of Wolverhampton Council for Black Country Impact and one from Wolverhampton Voluntary Sector for Talent Match. These additional staff come at no cost and Wolverhampton Homes are paid an annual hosting fee.
- 14.6 The Skills and Enterprise Team represent good value for money and research by HACT evidences savings that can be made across the organisation by supporting tenants with training and employment related activities.

#### **15.0 Legal Implications**

- 15.1 Work in line with ESF/Lottery guidelines.

#### **16.0 Human Resources Implications**

- 16.1 All Skills Centre employees have been DBS checked and have studied for qualifications in safeguarding and prevent. There are now two fully qualified designated safeguarding officers within the directorate.
- 16.2 Human Resources team continue to produce employment contracts for tenants entering Wolverhampton Homes through LEAP following the necessary procedures.

16.3 Mentors and keyworkers continue to support tenants when entering employment for up to 13 weeks which reduces the risk of any HR interventions.

## **17.0 Health and Safety Implications**

17.1 All activities have had health and safety consideration and all trainees receive thorough induction and training. Risk assessments are in place where required.

17.2 All programmes have been audited in relation to health and safety by funders and also internal inspection.

## **18.0 Equalities Implications**

18.1 An equality impact assessment has been carried out.

18.2 Equality statistics are gathered for all programmes and the section works with community partners to address any underrepresentation.

## **19.0 Impact on the Environment and Community**

19.1 Local residents are benefiting from investment in skills leading to better employment prospects. Wolverhampton Homes have significantly increased the number of tenants working for the organisation since the start of LEAP.

19.2 Partners such as Continental Landscapes are supporting Skills and Enterprise by recruiting through the programme which is making a positive impact to Wolverhampton Homes' estates.

19.3 Community wide programmes are being implemented across the estates of Wolverhampton.

## **20.0 Long term consequences for the company**

20.1 The activities of the Skills and Enterprise section raise the profile of the organisation as an employer of choice and enhance Wolverhampton Homes' reputation as a training and employment provider.

20.2 The Skills and Enterprise section are viewed as one of the leaders in housing in employability of residents. The Skills and Enterprise Manager is regularly asked to deliver talks to the CIH, Housing Conference, APSE and other national conferences.

20.3 Equipping tenants with further qualifications and raising attainment letters raises their job prospects. This in turn allows them to be better prepared for changes to welfare.

## **21.0 Impact on business relationships with suppliers, customers and others**

21.1 Wolverhampton Homes' partners and supply chain have pledged support to the programmes being delivered by the Skills and Enterprise section, providing training, apprenticeships and job opportunities.

## **22.0 Impact on business relationships with suppliers, customers and others**

22.1 None identified – all up to date processes contained within.

## **23.0 List of Appendices**

23.1 Appendix A - Unemployment Statistics, Wolverhampton, April 2018

23.2 Appendix B - Black Country Impact Programme

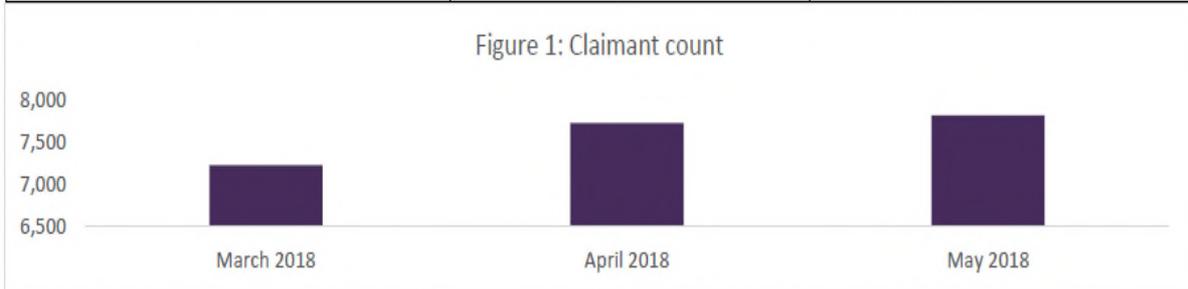
23.3 Appendix C – LEAP Targets

23.4 Appendix D - City Deal – Working Together Pilot

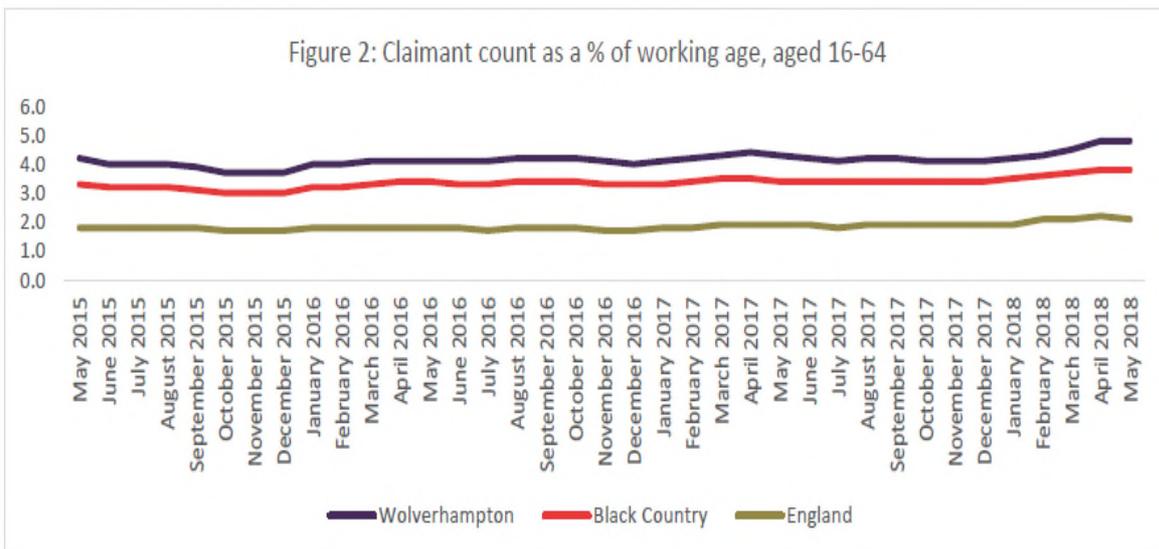
## Appendix A

Unemployment as shown by claimant count which includes Jobseeker’s Allowance (JSA)<sup>1</sup> and the unemployment element of Universal Credit<sup>2</sup>. Claimant count has **risen** since last month by 90. JSA (3,894) is 49% of the claimant count figure.

Claimant Count Total (May)	Claimant Count Total (Apr - figure adjusted by ONS)	Increase / Decrease
7,815	7,725	+ 90

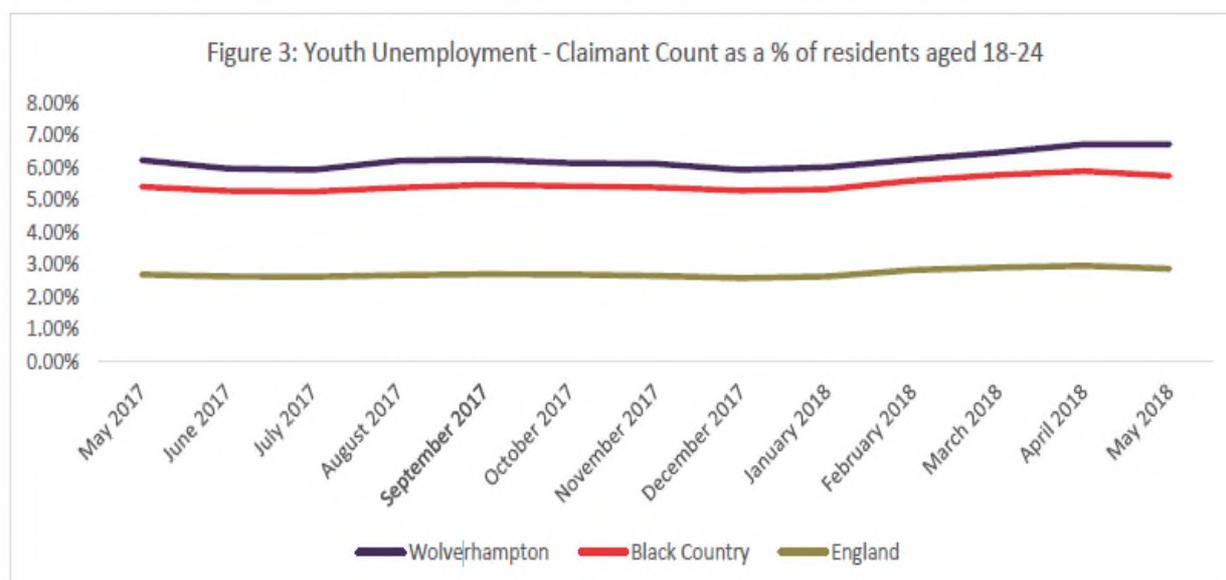


Claimant count as a percentage of the resident working age population is **4.8%**, higher than comparable sub-regional, regional and national data (see figure 2 below) and is the **sixth highest** in England and Wales<sup>3</sup>.



<sup>1</sup> Data is from the Office of National Statistics website NOMIS. Jobseeker’s Allowance is a benefit for people who are unemployed but capable of work. It is to be phased out and replaced by Universal Credit

Claimant Count as a percentage of residents aged 18 to 24 (6.73%) is double the national rate of 2.87% and higher than the Black Country rate of 5.76% (see figure 3 below).



Thirteen of the twenty wards in Wolverhampton have a claimant count rate above the Black Country average of 3.8% (May 2018), see figure 4:

Figure 4: Claimant Count Rate % by Ward as a proportion of residents aged 16-64 (with updated mid-2016 population estimates)

St Peter's	7.09%	Ettingshall	5.96%	Blakenhall	4.54%	Wednesfield South	3.69%
East Park	6.95%	Park	5.88%	Spring Vale	4.53%	Wednesfield North	3.69%
Bushbury South & Low Hill	6.58%	Bilston East	5.62%	Oxley	4.45%	Tettenhall Regis	2.00%
Heath Town	6.14%	Bilston North	4.65%	Merry Hill	3.80%	Penn	1.93%
Graiseley	6.11%	Fallings Park	4.60%	Bushbury North	3.70%	Tettenhall Wightwick	1.93%

Information to support Universal Credit claimants is available on [www.ucwolves.com](http://www.ucwolves.com) including availability of support to get online to apply for and manage their claim and manage their monthly budget.

## **Appendix B**

### **Black Country Impact (for Wolverhampton Homes Tenants aged 16-29)**

The Impact programme is a Black Country wide initiative to tackle unemployment amongst 16-29 year olds in the region. The accountable body for the programme is Dudley MBC and the City of Wolverhampton Council is one of the main strategic partners. The project in Wolverhampton is worth a value of £5.7 million which is made up of European Social Funding, Youth Employment Initiative and local match funding. The programme was late in starting its delivery and is therefore proposing to meet targets set over a four year scheme in two years. There are currently 18 months left to deliver the performance indicators below:

Engage with 3,443 young people between the age of 15-29 who are not in employment, education or training over 4 years.

Provide 1,671 young people with a customised support package.

Support 1,170 young people into employment, education and training.

10 key workers were appointed across the city with 2 being hosted by Wolverhampton Homes in the Skills and Enterprise Team. In addition to this, Ronnie Fray (Young Persons Mentor) has transferred over to support the project and leads on the engagement and outreach of young people. The key workers have access to a central project budget and a 'menu' of procured support to aid young people with training/qualifications, travel and attire for interviews or for when residents first start a new job.

Wolverhampton Homes are engaging and being referred any young people that reside in one of their properties.

## Appendix C

### LEAP Targets 2017/18

	Target	Actual as of 01/04/2018	Comment on Progress
<b>Black Country Impact</b>			
Engage with young NEET's (city wide target)	1300 young people engaged	1557 to date	Target met
<b>Skills Centre</b>			
Enrol 40 tenants onto training programmes	40	53	Target met
Achieve a 70% positive outcome rate	70%	73%	Target met
<b>Talent Match</b>			
Ensure mentor maintains at least 10 young people from thematic group on case load	10	10	Target met
<b>Click Start</b>			
Support tenants to acquire digital skills	Deliver 128 sessions	84 sessions delivered	Below Target
<b>Looked After Children</b>			
Support 5 looked after children through LEAP programmes	5	6	Target Met
<b>Support tenants into employment</b>			

Support tenants into sustainable employment 100

149

Target met

## Appendix D

### City Deal – Working Together Project

The 'Working Together' pilot project aims to increase the employability and employment of 2,800 long-term unemployed and economically inactive Black Country social housing tenants and move 900 of them into work over a three year delivery period. The pilot operates in the geographical areas listed below:

- Walsall - Darlaston South
- Wolverhampton - Bilston East
- Dudley - Kates Hill
- Sandwell - Princes End.

The project targets the following:

- Social housing tenants
- Over the age of 18 with a specific focus on 24+
- Economically inactive
- Long term unemployed for 6 months or more

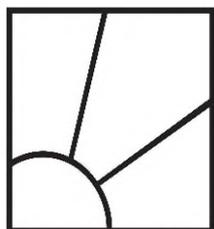
As part of this programme, Wolverhampton Homes host a community connector to work in the Bilston East area for an 18 month period funded by DWP. Bilston East has high levels of unemployment and approximately over 40% of residents within the area have no formal qualifications. The community connector will engage with this group, complete skills assessments and signpost them to approved local training providers.

The training providers complete a bespoke training plan with the individual and will be driven towards assisting tenants into sustained employment. The aim of the project across the regions is to:

- Engage with 2,800 targeted people
- Move 900 tenants into employment
- Save £1.1 million reduction in the welfare benefit bill
- Increase in wages of £19 million with a proportional increase in Income Tax paid.

# Board Report

Agenda Item 7



WOLVERHAMPTON  
HOMES

## 29 June 2018 Revenue Outturn 2017/18 and updated Medium Term Financial Plan

Open Report

**Status:** For information

**Author and job title:** Jo McCoy, Head of Financial Management, City of  
Wolverhampton Council

**Contact No:** 01902 554415

**Recommendations:**

**The Board note:**

- 1, The net revenue outturn position for the financial year 2017-2018 of £759,000 an overspend of £12,000 against a net budget of £747,000**
- 2, The updated Medium Term Financial Plan.**

**Key risks and contentious issues:** The company achieved a close to break even outturn position for 2017-2018 compared to the budget. This is positive, but the outturn, as planned, includes a contribution from reserves in line with the company's financial strategy to balance the budget.

In the medium term, although reserves can continue to be used in this way, reductions to expenditure budgets will also need to be made in order to achieve a sustainable financial position. This is a key priority within this years Delivery Plan.

## Management Summary

### 1.0 Purpose

1.1 This report is to inform the Board of the revenue outturn position for the financial year 2017-2018 and provide an update to the Medium Term Financial Strategy.

### 2.0 Revenue Outturn 2017-2018

2.1 Wolverhampton Homes year end outturn position for 2017-2018 was an overspend of £12,000 against budgets, as shown in Table 1. This is an improvement of £486,000 compared to the £498,000 overspend position reported at quarter 3. The company used £759,000 of reserves to balance its budget in 2017-2018 compared to a budgeted contribution of £747,000.

**Table 1 - Budget Outturn position 2017-2018**

	Outturn 31 Mar 2018		
	Budget	Actual	Variance
	£000	£000	£000
<b>Expenditure</b>			
Employees	23,773	23,818	45
Premises Related	14,838	14,425	(413)
Transport	1,805	1,733	(72)
Supplies & Services	2,603	2,951	348
Support Services	2,179	2,305	126
<b>Total Expenditure</b>	<b>45,198</b>	<b>45,232</b>	<b>34</b>
<b>Income</b>			
Management Fee	(38,501)	(38,501)	0
Trading Income	(4,981)	(5,063)	(82)
Other Income	(969)	(909)	60
<b>Total Income</b>	<b>(44,451)</b>	<b>(44,473)</b>	<b>(22)</b>
<b>Surplus</b>	<b>747</b>	<b>759</b>	<b>12</b>

2.2 Key budget variances are illustrated in Table 2 below;

**Table 2 - Key budget Variances**

<b>Budget Area</b>	<b>Variance £000</b>	<b>Reason</b>
Employees	(388) 433	Long term vacancies in all areas Redundancy and early retirement costs
Premises	400 40 (250) 93 (223) (473)	One Stop Shop refurbishment Materials/stores Fencing programme PSL Rental payments to landlords Heath Town fuel Contracts/Subcontractors
Transport	(72)	Lease of fleet and fuel costs
Supplies and Services	245 40 63	IT investment Legal Fees Furniture for one stop shops
Support services	78 48	Increased costs shared services phase 1 Legal SLA
Income	(96) (32) (324) 430	PSL rental income Skills Development Funding Recharges for transferred home improvements service Trading Income
<b>Total</b>	<b>12</b>	

2.3 Employee costs make up around half of Wolverhampton Homes' expenditure. As well as direct pay costs the budget includes occupational health, recruitment and training expenses. Employee budgets over spent by £45,000 in 2017-2018. This was due to long term vacancies offset by early retirement and restructuring costs.

2.4 Premises costs underspent by £413,000, this is the area where there is a change to the position that was forecast at quarter three.

- As anticipated, the Fencing Programme budget underspent by £250,000. (The budget was increased as a spend to save initiative, but there has also been additional income from service charges to spend on the programme. Before the programme delivery pace could be increased, approval from the council was required for the policy change relating to owner occupiers).
- The final over spend on materials/stores costs was £40,000, £60,000 lower than the quarter 3 forecast.
- Payments to private sector landlords is due to be £93,000 higher than the budget because the number of properties leased has increased since the budget was set. This was offset by increased rental income from tenants.
- There was an underspend of £223,000 against Heath Town fuel budgets.
- The main difference from quarter 3 is the underspend against repairs and maintenance contractors and work contracted out of £473,000 which was not forecast. This area is demand led and can be impacted by winter weather conditions.

- 2.5 The underspend on premises costs referred to above equates to 3% of the total premises budgets and has meant that the company has been able to absorb the £400,000 cost of refurbishing the one stop shops instead of requiring a contribution from reserves. It should be noted that by the end of 2018-2019 the council is expected to have sold 800 properties over 3 years through right to buy, around 3.5% of property numbers at 01/04/16. The number of properties therefore requiring maintenance is gradually reducing over time.
- 2.6 Vehicle related costs under spent by £72,000. The budget for vehicle fleet hire were increased to cover the cost of replacement vehicles but procurement was delayed, and the new fleet was not introduced during 2017/18.
- 2.7 Budgets for supplies and services are expected to over spend by £348,000. £245,000 related to IT investment previously approved, £40,000 was for additional legal costs incurred for a complex court case relating to anti-social behaviour and £63,000 was spent on furniture for One Stop Shops.
- 2.8 The budgets for support services resulted in an overspend of £126,000, due to increased legal SLA costs and an increase in costs for shared services phase 1 due to salary and pension increases for staff. (It should be noted that some of these phase 1 SLA's are being reviewed during 2018/19.)
- 2.9 Overall, other income budgets exceeded budget levels by a net £22,000:
- Funding for skills development of £32,000 from Black Country training Group was not built into the budget.
  - An increase in PSL properties has led to an increase in rental income of £96,000
  - Income of £324,000 was received from the council to reflect the costs of the staff delivering the home improvements service that have transferred from the council.
  - Budgets for trading income under achieved by £430,000, this is third party external income that had been budgeted for the Asbestos service. The asbestos trading account includes internal trading income that partially offset this income loss. However, all internal trading has a nil effect on the bottom line and is excluded from the figures in this report. (It is intended to bring some additional reports to our Resources Committee around the 'commercial' activity we undertake.

### **3.0 Medium Term Financial Strategy Update**

- 3.1 Reserves balances at the start of the year were £11.5 million, this has now reduced to £10.7 million after the planned contribution was transferred to balance the revenue budget.
- 3.2 The approved budget for 2018-2019 includes planned usage of £2.3 million to balance the revenue budget. This figure has increased because of requirements to fund pay awards, increased staffing levels and one off investment to achieve future savings, whilst management fee income remains frozen.

- 3.3 The council's current approved HRA business plan assumes that the management fee will increase from 2020-2021. However, since expenditure budgets are forecast to be £2.5 million higher than income by 2019-2020, reductions to expenditure budgets will be required before all the reserves are used. This position is forecast to be reached by the end of 2022-2013, as illustrated by Table 3 below.

**Table 3 - Medium Term Financial Plan**

	2018-2019 £000	2019-2020 £000	2020-2021 £000	2021-2020 £000	2022-2023 £000
<b>Expenditure</b>					
Employees	27,007	27,649	28,204	28,870	29,550
Non Pay	22,149	21,941	21,820	21,701	21,726
<b>Income</b>					
Management Fees	(40,498)	(40,498)	(41,300)	(42,106)	(42,928)
Trading/Other	(6,324)	(6,450)	(6,475)	(6,605)	(6,737)
<b>Reserves Contribution</b>	<b>2,334</b>	<b>2,641</b>	<b>2,249</b>	<b>1,860</b>	<b>1,612</b>
<b>Opening Reserves</b>	<b>10,695</b>	<b>8,361</b>	<b>5,720</b>	<b>3,471</b>	<b>1,612</b>
Contribution to revenue	(2,334)	(2,641)	(2,249)	(1,860)	(1,720)
<b>Closing Reserves</b>	<b>8,361</b>	<b>5,720</b>	<b>3,471</b>	<b>1,612</b>	<b>0</b>

- 3.4 The position shown in Table 3 shows five year projections for expenditure and income, with reserves being used up by the end of the period. The expenditure forecast already includes annual budget reductions of £300,000.

#### 4.0 Summary of Financial Position

- 4.1 Overall the year end position was virtually at break even, with a net expenditure £12,000 higher than budget. 2017-2018 saw some significant planned investment in both IT and in the refurbishment of the One Stop Shops. There were underspending areas, detailed in the report, which enabled these additional costs to be absorbed.

- 4.2 This is the first year since the start of the Management fee freeze that Wolverhampton Homes have planned to use reserves to support the budget. This stage was reached in 2017-2018 because of the £1 million increased Pension Fund contributions. The budgeted contribution from reserves was £747,000, the outturn was a contribution of £759,000.

- 4.3 Reserve balances equal £10.7 million at 1<sup>st</sup> April 2018. Therefore, the company can use reserve balances for one off investment to support the budget in the medium term.

#### 5.0 Financial and value for money implications

- 5.1 Wolverhampton Homes has a long-term record of effective budgetary control. Under spends in the year enabled additional one off investment to be funded within the total approved budget. However reorganising structures to accommodate the services due to transfer will continue to be a challenge whilst overall, expenditure budgets will require reductions. As Board are aware, the focus for this year is on identifying the areas where

cashable efficiencies can be made and the introduction of tools and skills, such as Lean, to ensure these efficiencies are delivered.

## **6.0 Legal implications**

6.1 There are no legal implications of the contents of this report

## **7.0 Human resources implications**

7.1 There are no proposals within this report with Human Resource implications.

## **8.0 Health and safety implications**

8.1 There are no proposals within this report with health and safety implications .

## **9.0 Equalities implications**

9.1 Has an equality impact assessment been carried out. **NO**

9.2 Explanation:

There are no proposals within this report

## **10.0 Impact on the environment and community**

10.1 The report does not contain any proposals that affect the environment or the community.

## **11.0 Long term consequences for the company**

11.1 Tight control of budgets and getting the best use of our cash reserves is essential to ensure we have sufficient resources in the long term.

## **12.0 Impact on business relationships with suppliers, customers and others**

12.1 Careful financial planning is required to ensure we can continue to provide the same level of service for customers and support local suppliers

## **13.0 Impact on the Wolverhampton Homes' Management System**

13.1 Will any new policy or policy updates have an impact on the management system.  
**NO**

## **14.0 List of Appendices**

14.1 No appendices.