



# Wolverhampton Homes Open Board Meeting

11 June 2021

**Time** 9.30 am      **Public Meeting?** YES      **Type of meeting** Wolverhampton Homes  
**Venue** Merry Hill Office / Virtual (optional)

## Membership

Derek Allen  
Councillor Paul Appleby  
Parveen Brigue  
Victor Browne  
Angela Davies  
Hajrija Dergic  
Steve Finegan  
Councillor Asha Mattu  
Joy McLaren  
Mike Porter  
Councillor Rita Potter  
Councillor Zee Russell

## Information

If you have any queries about this meeting, please contact:

**Contact** Business Assurance Team  
**Tel/Email** 01902 552956; WHSBusinessAssurance@wolverhamptonhomes.org.uk  
**Address** Merry Hill Office / Virtual (optional)

Copies of other agendas and reports are available from:

**Website** <https://wolverhamptonintranet.moderngov.co.uk>

# Agenda

*Item No. Title*

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of previous meeting - 12 March 2021 (Pages 3 - 6)**
- 4 **Matters arising**

## **FOR DECISION**

- 5 **Modern Slavery Statement - Emma Rolinson, Head of People (Pages 7 - 16)**

## **FOR POLICY APPROVAL**

- 6 **Corporate Health and Safety Policy 2021 - 2022 - Annual update - Tim Munro, Head of Health and Safety, City of Wolverhampton Council (Pages 17 - 42)**

## **FOR INFORMATION**

- 7 **Performance Report - Financial Year-End - Justin Scott, Performance Manager (Pages 43 - 74)**
- 8 **People Development - Annual Update 2020 - 2021 - Sarah Butcher, Head of Organisational Development and Employee Engagement (Pages 75 - 86)**
- 9 **A.O.B.**

## **CLOSE OF SESSION**

# M INUTES



**Meeting:** Open Board Meeting  
**Date:** Friday 12 March 2021  
**Venue:** Virtual meeting via Microsoft Teams  
**Time:** 9:30 am

## **MEMBERS IN ATTENDANCE: -**

Angela Davies	-	Board Chair – Tenant
Steve Finegan	-	Board Vice-Chair – Independent
Mike Porter	-	Board Member – Tenant
Victor Browne	-	Board Member – Tenant
Derek Allen	-	Board Member – Independent
Hajrija Dergic	-	Board Member – Independent
Parveen Brigue	-	Board Member – Independent
Councillor Lynne Moran	-	Board Member – Councillor
Councillor Paul Singh	-	Board Member – Councillor
Councillor Zareena Russell	-	Board Member – Councillor

## **STAFF IN ATTENDANCE: -**

Shaun Aldis	-	Chief Executive
Julie Haydon	-	Assistant Director – Corporate Services (Company Secretary)
Angela Barnes	-	Assistant Director – Housing Options
Darren Baggs	-	Assistant Director – Housing
Ian Gardner	-	Assistant Director – Property Services
Kevin Manning	-	Assistant Director – Strategic Management
Nicky Devey	-	Head of Business Services
Jessica Whitehouse	-	Business Assurance Officer
Joanne Mason	-	Head of Housing Operations

## **STAFF IN ATTENDANCE – CITY OF WOLVERHAMPTON COUNCIL: -**


Jo McCoy	-	Head of Financial Management
Lynda Eyton	-	Client Relationship Manager – Housing Management Agents

<b>1.0</b>	<b>Apologies</b>	
1.1	<ul style="list-style-type: none"> <li>- Joy McLaren – Tenant Board Member</li> <li>- Councillor Rita Potter</li> </ul>	
<b>2.0</b>	<b>Declaration of Interest</b>	
2.1	<p>Tenant related issues:</p> <ul style="list-style-type: none"> <li>- Angela Davies</li> <li>- Mike Porter</li> <li>- Victor Browne</li> </ul>	
2.2	Noted: No specific conflict of interest identified.	
<b>3.0</b>	<b>Minutes of the previous meeting – 02 December 2020</b>	
3.1	The minutes of the previous Open Board meeting were agreed as a true record.	
<b>4.0</b>	<b>Matters arising</b>	
4.1	All actions were noted as completed.	
4.2	Agreement from Chair to change the planned flow of agenda items (Item 6 and 7).	
4.3	Councillor Paul Singh joined the meeting.	
<b>For Decision</b>		
<b>5.0</b>	<b>Anti-social Behaviour Policy - Joanne Mason, Head of Housing Operations</b>	
5.1	Board were provided with an overview of the updated Anti-Social Behaviour Policy and of the proposal for the investigation and management of low level anti-social behaviour / nuisance to be undertaken by Tenancy Officer's (TO's).	
5.2	Board member noted that TO's may be more successful in dealing with low level ASB reports, as they are likely to already know the customers they are working with as long as there is capacity to manage this.	
5.3	<p>Further information was shared in regard to:</p> <ul style="list-style-type: none"> <li>- Tenancy Officer pay grades have been evaluated to include this element of work, as part of the People Deal</li> <li>- Inclusion of a wider remit in the delivery of the Estate Custodian model</li> <li>- Training and shadowing opportunities provided</li> </ul>	

5.4	<ul style="list-style-type: none"> <li>- Feedback on the pilot has been very positive in demonstrating enhancements in the Estate Custodian model</li> <li>- Opportunity for early intervention to support low level resolution with the provision of advice, and where this is unsuccessful, there is the escalation route to the ASB team.</li> </ul> <p><b>Resolved: Board members:</b></p> <ul style="list-style-type: none"> <li>• <b>approved the proposal for the investigation and management of low level anti-social behaviour / nuisance be undertaken by Tenancy Officers</b></li> <li>• <b>approved the proposed changes to the ASB Policy</b></li> </ul> <p>Joanne Mason left the meeting.</p>	
<b>For Information</b>		
6.0	<p><b>Revenue Monitoring Quarter 3 Outturn to 31 December 2020 - Jo McCoy, Head of Financial Management (W-ton Homes)</b></p> <p>6.1 This report was detailed on the agenda as item 7.</p> <p>6.2 Board were provided with an overview of the revenue forecast quarter three outturn position for the 2020 - 2021 financial year as at 31 December 2020.</p> <p>6.3 Board member noted their concerns around WH making a large financial saving on the employee budget.</p> <p>6.4 Board were reassured that the £300,000 was a provision that was made after People Deal and for the pay increase. The pay increase was slightly less than expected. Although the Council population continues to increase, WH is managing less properties due to Right to Buy (RTB).</p> <p>6.5 Board member noted that the level of reserves reducing is very positive and that as People Deal is almost concluded, WH would not expect to have a lump sum spend on the employee budget in the foreseeable future.</p> <p><b>Resolved: Board Members: noted the Revenue forecast outturn position for the financial year 2020 - 2021 as at 31 December 2020</b></p>	
<b>For Decision</b>		
7.0	<p><b>Revenue Budget 2021 - 2022 and Medium-Term Financial Strategy Update 2021 - 2022 to 2025 - 2026 - Julie Haydon, Assistant Director – Corporate Services</b></p> <p>7.1 This report was detailed on the agenda as item 6.</p>	

7.2	The outline revenue budget for the financial year 2021 - 2022 was presented to Board.	<b>JH</b>
7.2.1	<b>Action: Board member advised that it would be helpful to include an update in a future session on costs associated with shared services, so Board members can review value for money.</b>	
7.3	Board were advised that it is not prudent to use reserves for day to day operational activities and updated on the work ongoing for the company to be self-sufficient without reliance on reserves for operating costs but for invest to save initiatives in relation to; business or service improvement areas, redesign of service customer experience enhancements.  <b>Resolved: Board Members:</b>  <ul style="list-style-type: none"> <li>• <b>approved the Outline Revenue Budget for the financial year 2021 - 2022</b></li> <li>• <b>noted the contents of the report</b></li> </ul>	
7.4	Jo McCoy left the meeting.	
<b>For Information</b>		
<b>8.0</b>	<b>Rents and Service Charges - Darren Baggs, Assistant Director – Housing</b>	
8.1	Board were provided with information on the rent and service charges to be applied by the City of Wolverhampton Council (CWC) for the year 2021 - 2022, which will be effective from 05 April 2021 including: <ul style="list-style-type: none"> <li>- 1.5% increase in social and affordable rents approved by CWC Cabinet on 20 January 2021 is reasonable</li> <li>- Confirmation that Universal Credit (UC) would increase to cater for this (housing element)</li> <li>- Rents in Wolverhampton being relatively low across the sector</li> </ul> <b>Resolved: Board Members: noted the content of the report</b>	
<b>9.0</b>	<b>A.O.B.</b>	
9.1	Board were provided with a verbal update on the ongoing Savills Audit focusing on Consumer Standards and, in particular areas of compliance activity.	
<b>10.0</b>	<b>Date of next meeting</b>	
10.1	<b>Date:</b> Friday 11 June 2021 <b>Time:</b> 09:30 am	

# Board Report

	<b>Agenda Item 5</b>
	<b>11 June 2021</b> <b>Modern Slavery Statement</b>
	<b>Open Report</b>
<b>Status:</b>	For Decision
<b>Author and job title:</b>	Emma Rolinson, Head of People
<b>Contact No:</b>	07964 121484
<b>Recommendations:</b>	<b>Board Members are asked to approve the Modern Slavery Statement for Wolverhampton Homes.</b>
<b>Key risks and contentious issues:</b>	<p>Key risks can arise through the commissioning of services through the supply chain. These risks should be mitigated by the presence of a robust procurement process.</p> <p>In spite of the Modern Slavery Act, many thousands continue to work in slavery-type conditions in the UK.</p> <p>Large businesses are required to carry out due diligence to combat modern slavery and human trafficking.</p> <p>Without the appropriate statement in place, as detailed under the Act, WH may suffer reputational damage and put individuals at risk of exploitation.</p>

## **Management Summary**

### **1.0 Purpose**

1.1 Board are required to approve the Modern Slavery Statement in accordance with the Modern Slavery Act 2015 as it applies to Wolverhampton Homes.

### **2.0 Background**

2.1 Section 54 of the Modern Slavery Act 2015 requires specified organisations to prepare a slavery and human trafficking statement for each financial year to include information on its:

- structure, business and supply chains;
- policies in relation to slavery and human trafficking;
- due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- parts of its business and supply chains where there is a risk of slavery and human trafficking taking place;
- the steps that it has taken to assess and manage that risk; and
- the training about slavery and human trafficking available to its employees.

2.2 The slavery and human trafficking statement must be approved at the highest level of an organisation, and WH must publish the slavery and human trafficking statement on its website.

2.3 In March 2021, the Government introduced a new Modern Slavery Register online, to provide a platform for organisations to share the positive steps they have taken to tackle and prevent modern slavery.

2.4 The registry will enhance transparency and accessibility, by bringing modern slavery statements together in one place and will make it easier to find and compare them allowing users to search for statements and scrutinise the action organisations are taking to identify and address modern slavery risks in their operations and supply chains.

2.5 Wolverhampton Homes Modern Slavery Statement for 2021 - 2022 is located at appendix 1. This document outlines all of the above as well as WHs commitment to ensuring that there is no modern slavery or human trafficking in the supply chains, partner organisations or in any part of its business.

2.6 Following approval by Board, this statement will be published on WH website and on the Governments Modern Slavery Register.

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

3.1 There are no financial and value for money implications identified within this report, but failure to ensure its compliance with the Modern Slavery Act could impact on the costs associated within the supply chain.



#### **4.0 Legal and regulatory implications**

4.1 Statement to be published to meet the requirements of the Modern Slavery Act 2015.

#### **5.0 Human resources implications**

5.1 To ensure all employees are aware of modern slavery and human trafficking.

#### **6.0 Health and safety implications**

6.1 There are no health and safety implications identified within this report, however, indirect implications relate to ongoing responsibility as an employer.

#### **7.0 Equalities implications**

7.1 Members of the LGBTQ, females, minority ethnic groups, elderly and employees with a disability may be perceived to be more vulnerable to modern slavery and human trafficking, therefore having a policy statement that protects against such acts may have a positive impact for these groups.

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

8.1 Through the services it provides, Wolverhampton Homes staff will raise through the appropriate mechanisms, any concerns regarding modern slavery.

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

9.1 To continue to publish a statement on modern slavery on an annual basis.

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

10.1 To ensure through the procurement process that any partners and supply chain adhere to the Modern Slavery Act 2015.

#### **11.0 Impact of Covid-19**

11.1 There is no impact of Covid-19 identified within this report.

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

12.1 Will any new policy or policy updates have an impact on the management system? **Yes.**

12.2 If yes and approved by board members, update to go on the management system by:

Date: June 2021

Officer responsible: Emma Rolinson

#### **13.0 List of Appendices**

13.1 Appendix 1: Modern Slavery Statement

This page is intentionally left blank

# Appendix 1 Modern Slavery Statement

June 2021



## Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Title: Head of People	Title: Assistant Director, Corporate Services	Title: Board Members	TBC	Annually
Name: Emma Rolinson	Name: Julie Haydon	Name: WH Board		

## Document History

Version	Summary of changes	Document Status	Date
V2.0	Rebranded document, links to further information on Modern Slavery and associated guidance, defined roles and responsibilities, reference to the government modern slavery statement registry.	Draft	May 2020

## **Contents Page**

- 1.0** Introduction
- 2.0** Structure and supply chain
- 3.0** Due diligence processes
- 4.0** Monitoring
- 5.0** Modern slavery policies

## 1.0 Introduction

Wolverhampton Homes (WH) must ensure that all potential modern slavery risks related to its business are understood and that steps are in place that aim to ensure there is no slavery or human trafficking in its own business and, its partners and supply chains. WH is further committed to making sure that properties are not used to accommodate the work of human traffickers or to detain others against their will.

This statement is made under section 54 (1) of the Modern Slavery Act 2015 (MSA) and refers to the financial year ending 31 March 2021, and received approval from the Board on 11 June 2021.

WH acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015.

## 2.0 Structure and supply chain

WH is an Arm's Length Management Organisation (ALMO) responsible for managing the majority of council homes in Wolverhampton.

We want to help make Wolverhampton an even better place to live. We want to provide great homes in clean, safe neighbourhoods where our customers can access training, skills and job opportunities.

Our partners and supply chain consist mainly of services rather than goods, with the highest risk areas being associated with our repairs and maintenance activities. We do not have any supply chain outside of the United Kingdom. All suppliers of our services are obtained through a procurement process (via a service level agreement with the City of Wolverhampton Council) that requires all contractors to comply fully with the Modern Slavery Act 2015.

We have an approved list of contractors and suppliers that we work with and our purchase order payment system requires the use of pre-approved suppliers.

## 3.0 Due diligence processes

### **Chief Executive:**

Responsibility for compliance rests at the highest level with our Board, with responsibility delegated to the Chief Executive.

### **Senior Leadership Team:**

The senior leadership team are responsible for assessing risks associated with modern slavery and human trafficking within their areas of responsibility.

### **First Responder:**

WH have a statutory 'Duty to Notify' the Home Office when they come across potential victims of modern slavery. This duty is discharged by either referring a potential victim into the National Referral Mechanism (NRM) where they are a child,

or consenting adult, or by notifying the Home Office where an adult does not consent to enter the NRM.

A First Responder Organisation is, in England and Wales, an authority that is authorised to refer a potential victim of modern slavery into the NRM.

For Wolverhampton Homes, the First Responder Organisation is Adult and / or Children's Social Care at the City of Wolverhampton Council (CWC) through a MARF (children) or SA1 (adults) referral.

### **Supply Chain:**

We expect our partners and suppliers to share our values on modern slavery and also carry out their own due diligence on their own supply chains, to limit the risk of modern slavery taking place.

### **Procurement:**

The tendering of new contracts includes an obligation for suppliers to comply with the Modern Slavery Act. CWC who are responsible for the procurement of goods and services for WH, is also a signatory to the Charter Against Modern Slavery. This goes further than existing law and guidance, committing councils to proactively vetting their own supply chain to ensure no instances of modern slavery are taking place.

### **Tenancy Management:**

All applications for properties at WH are checked to ensure accuracy of the information supplied by an applicant.

### **People Services:**

The recruitment process ensures that all potential employees are checked to ensure they are eligible to work in the UK – in accordance with the Asylum and Immigration Act 1996.

WH safeguarding and modern slavery awareness training will be provided to ensure that all staff have an awareness and understanding of their role.

### **Employees and Line Managers:**

All employees are encouraged to report any concerns about a person or property to their line manager. Any suspected instances or concerns on modern slavery or trafficking will be reported to the First Responder through a Multi-Agency Referral Form (MARF) (children) or SA1 (adults) referral.

### **Business Services:**

WH maintain a risk management register ensuring the effective identification, monitoring and management of risk across Wolverhampton Homes. Modern Slavery is one of the risks identified.

## 4.0 Monitoring

The primary method of monitoring effectiveness within the supply chain will be the pre-qualification criteria for suppliers, which includes a requirement to have measures in place to minimise the possibility of modern slavery in their business and supply chain.

WH is represented on the Adults and Children's Safeguarding Board so can monitor any referrals that concern WH tenants or their families.

This statement will be reviewed annually in accordance with the Modern Slavery Act 2015 and published on WH's website. It will also be included on the new government modern slavery statement registry.

## 5.0 Modern slavery policies

Our policies and procedures are reviewed regularly to make sure that they are fit for purpose and compliant with regulatory and statutory obligations. Where required, new policies are agreed through the relevant governance structure and consultation with Trade Unions.


There are a number of policies and procedures in place that contribute to ensuring modern slavery does not occur in our business. These include:

- Employee Code of Conduct - a requirement for all staff to adhere to which includes requirements in relation to workplace behaviour and equality and diversity.
- Anti-Fraud and Bribery Policy
- Recruitment and Selection Policy - which includes the requirement to undertake DBS (Disclosure and Barring Service) and checks for eligibility to work in the UK.
- Health and Safety Policy
- Whistleblowing Policy and Procedure - which protects staff should they raise concerns about issues such as modern slavery.
- Financial Regulations / Standing Orders
- Tenancy Management policies - which set out the action to be taken where our properties are used for unlawful purposes.
- Domestic Abuse Policy
- Safeguarding procedures
- Statement on Equality and Diversity

Further information on Modern Slavery and associated guidance documents can be found on the Safer Wolverhampton website.



# Board Report

	<b>Agenda Item 6</b>
	<b>11 June 2021</b> <b>Corporate Health and Safety Policy</b> <b>2021 - 2022 – Annual update</b>
	<b>Open Report</b>
<b>Status:</b>	For Decision
<b>Author and job title:</b>	Tim Munro, Head of Health and Safety, City of Wolverhampton Council
<b>Contact No:</b>	01902 554058
<b>Recommendations:</b>	<b>Board Members are asked to approve the revised Corporate Health and Safety Policy 2021 - 2022</b>
<b>Key risks and contentious issues:</b>	<p>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.</p> <p>Health and Safety law places duties on organisations, employers and Directors who can be personally responsible when these duties are breached.</p>

## **Management Summary**

### **1.0 Purpose**

1.1 To seek approval for the annual refresh of the Wolverhampton Homes Corporate Health and Safety Policy 2021 - 2022.

### **2.0 Background**

2.1 Having a written Health and Safety Policy is a legal requirement under Section 2 (3) of the Health and Safety at Work etc. Act 1974.

2.2 It is a subsequent requirement to revise and update an organisations health and safety policy on a regular basis or as and when circumstances change.

2.3 Wolverhampton Homes current Corporate Health and Safety Policy was last updated in June 2020, with an applied revision date of June 2021.

2.4 The main changes in this revision are:

- clearer demarcation and sections on, the Statement of Intent, Organisational Responsibilities and Organisational Arrangements, as stipulated in Health and Safety Executive guidance.
- updates with regards to the Assistant Director - Corporate Services having delegated responsibility for health and safety on behalf of the Chief Executive.
- removal of duplicated responsibilities.
- updates on the 'health and safety arrangements' to reflect the 'Plan, Do, Check, Act' methodology adopted by the Board for managing health and safety.
- clear reference to a commitment to work with and involve Trades Unions in all aspects on maintaining health and safety standards, and the methods of consultation on health and safety matters, in particular, through Health and Safety Champions meetings and the Health, Safety and Wellbeing Committee.

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

3.1 Failure by the company to meet its Health and Safety duties could result in financial penalties.

### **4.0 Legal and regulatory implications**

4.1 Health and Safety law places duties on organisations. Employers and Directors can be personally responsible if these duties are breached.

4.2 There is a specific legal requirement to update the Corporate Health and Safety Policy.

### **5.0 Human resources implications**

5.1 There are no human resources implications identified within this report.

## **6.0 Health and safety implications**

- 6.1 There are potentially serious risks for Wolverhampton Homes and its operations from inadequate consideration of health and safety issues.
- 6.2 The punitive measures include not only enforcement powers of inspectors but can include both personal and corporate liability proceedings.
- 6.3 As a significant presence in the West Midlands, Wolverhampton Homes is a high profile case, particularly if things go wrong or as an employer, they are not able to demonstrate effective health and safety management.

## **7.0 Equalities implications**

- 7.1 Has an equality impact assessment been carried out? **No.**
- 7.2 Explanation: Not required for the purpose of the policy.

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

- 8.1 There is no impact on the environment and community identified within this report.

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

- 9.1 A robust Health and Safety Policy and its effective implementation will provide a robust methodology for the management of health and safety, safeguard against litigation, improve reputation, increase productivity, and reduce insurance premiums.

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

- 10.1 A safe, healthy organisation is important in the provision of effective and efficient services to customers and is essential for the planning of quality services.
- 10.2 Demonstrating effective health and safety management will help to show the importance the organisation places on health and safety.

## **11.0 Impact of Covid-19**

- 11.1 There is no impact of Covid-19 identified within this report.

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

- 12.1 Will any new policy or policy updates have an impact on the management system? **Yes.**
- 12.2 If yes and approved by board members, updates to go on the management system by:  
30/06/2021

## **13.0 List of Appendices**

- 13.1 Appendix 1: Wolverhampton Homes Draft Corporate Health and Safety Policy 2021 - 2022

# Appendix 1

# Draft Corporate

# Health and Safety

# Policy

2021 - 2022

## Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Title: Assistant Director – Corporate Services	Wolverhampton Homes Board	Title: Chief Executive	TBC	TBC
Name: Julie Haydon		Name: Shaun Aldis		

## Document History

Version	Summary of changes	Document Status	Date
V1.0	Annual refresh	Live	TBC

## **Contents Page**

- 1.0** Introduction
- 2.0** Statement of intent
- 3.0** Organising for Health and Safety
- 4.0** Wolverhampton Homes Board
- 5.0** Managers and supervisors
- 6.0** Employees
- 7.0** Human Resources team
- 8.0** Organisational Development
- 9.0** Health and safety arrangements
- 10.0** Measuring our health and safety performance
- 11.0** Auditing and reviewing
- 12.0** Consulting on health and safety
- 13.0** Statutory Safety Representatives
- 14.0** Health and Safety Champions
- 15.0** Health, Safety and Wellbeing Committee

## **Wolverhampton Homes Draft Health and Safety Policy 2021 - 2022**

### **1.0 Introduction**

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

WH staff are a 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 confident strategic leadership and effective management control plays in establishing a positive safety culture and preventing incidents, work related ill-health and accidents.

WH are committed to improving health and safety performance, and this policy provides the framework for this 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 the relevant manager or safety representative.

### **2.0 Statement of Intent**

Wolverhampton Homes attaches great importance to the health, safety and welfare of its employees, considering this management responsibility equal to that of any other management function, believing that the preservation of human and physical resources is an important means of minimising costs and ensuring customer satisfaction.

It is the policy of Wolverhampton Homes to provide safe and healthy working conditions for all employees and to enlist the active support of employees in fulfilling their own health and safety responsibilities in order to ensure continuous improvement to health and safety performance.

The objectives of the policy are to:-

- 1) promote standards of health, safety and welfare that comply with the provision and requirements of the Health and Safety at Work etc. Act 1974 and all other statutory provisions, approved codes of practice (ACOP's) and guidance.
- 2) provide and maintain safe and healthy workplaces and working environments, the safe transportation and handling of articles and substances, safe systems and methods of work and to protect employees,



- and others, including tenants and members of the public, in so far as they come into contact with foreseeable work hazards.
- 3) provide all employees with the information, instruction, training and supervision that they need to work safely and efficiently and to develop safety awareness amongst employees.
  - 4) maintain a constant and continuing interest in health and safety matters applicable to the organisations activities by involving and consulting with employees on relevant matters.
  - 5) provide safe and decent homes for our customers to live in.

Wolverhampton Homes Health and Safety Policy will be reviewed and revised as often as is necessary in the light of changing circumstances and statutory requirements.

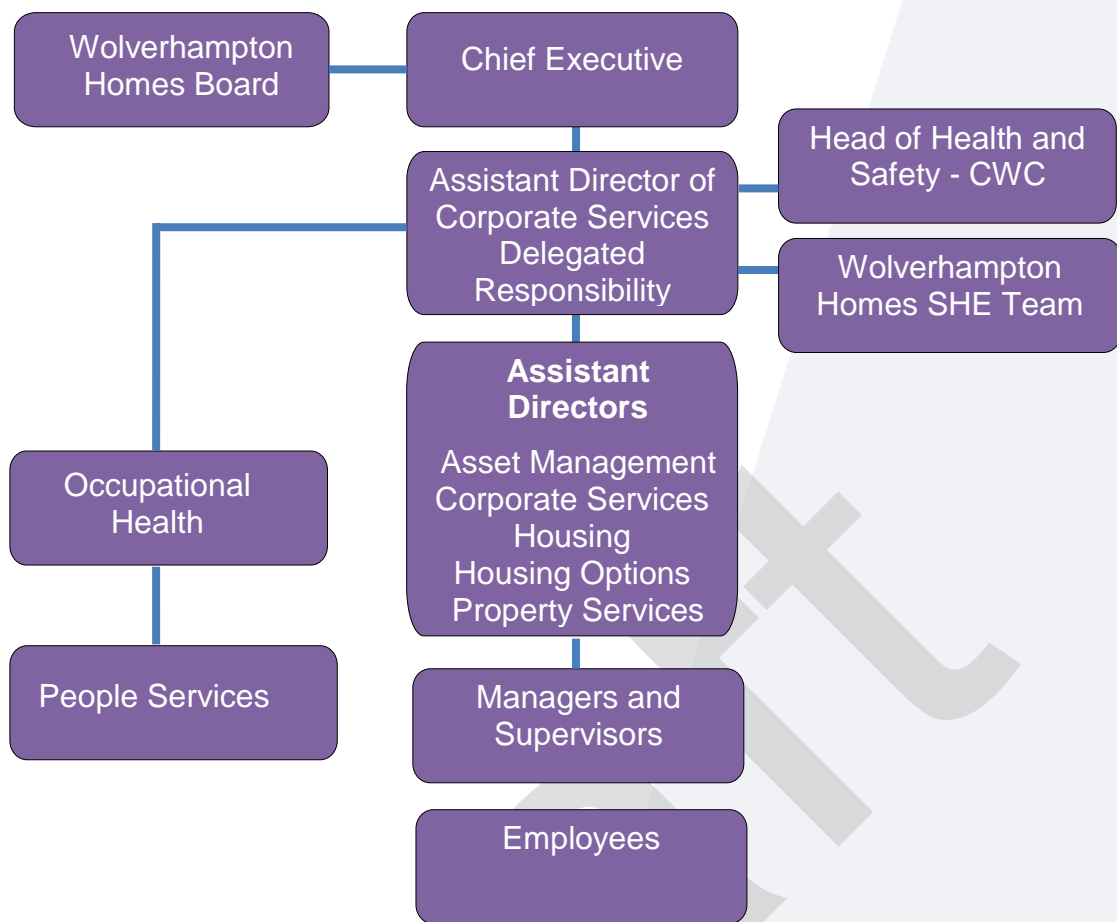
Chief Executive Wolverhampton Homes	<b>TBC post Board</b>
Chair Wolverhampton Homes Board	<b>TBC post Board</b>

### **3.0 Organising for Health and Safety**

Any employee, including Assistant Directors, Heads of Service, Managers, Supervisors and Team Leaders, may be found criminally liable if they have not fulfilled their duties under the Health and Safety at Work etc. Act 1974 or relevant legislative requirements.

The hierarchy of responsibilities and organisation for effective health and safety management is shown in the organisational chart below.

The organisational framework identifies the responsibilities and relationships, which help to promote a positive health and safety culture. This section of the policy identifies individuals who are responsible for delivering the policy commitments.



#### 4.0 Wolverhampton Homes Board

Wolverhampton Homes Board accept their responsibilities with regards to ensuring effective implementation of health and safety systems and procedures.

In particular WH will:

- take responsibility and "ownership" of health and safety
- approve the strategic health and safety action plan and monitor its implementation and progress
- receive sufficient information a minimum of two times annually, during their usual Board meeting cycle, to satisfy themselves that health and safety throughout Wolverhampton Homes is being effectively managed, and where appropriate, consider recommendations for improvements
- be provided with sufficient information and training to enable them to act with due diligence and to effectively discharge their duties under this policy
- appoint a Health and Safety Board 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 from officers with responsibilities for health and safety on the standards of health and safety management being

achieved and recommendations for any necessary changes with regards to roles and responsibilities for ensuring health and safety

### **Chief Executive**

The Chief Executive has overall responsibility for the Health and Safety Policy, and for ensuring that adequate funds and resources are available to meet both organisational and statutory health and safety requirements.

They will ensure that the effectiveness of the health and safety policy is continually reviewed and will ensure that periodic reports are provided to the Board.

The Chief Executive will have ultimate responsibility for ensuring that health and safety policy objectives are met and that such are implemented across the organisation.

In particular WH will:

- accept, by signing off this policy, that they have overall responsibility for the day to day management of health and safety
- appoint a member of the Senior Management Team to be responsible for safety, health and environment issues
- ensure that Wolverhampton Homes Senior Management Team are competent to fulfil their health and safety duties required by this policy and act as role models for the benefit of promoting a positive health and safety culture
- ensure that health and safety planning is incorporated into business planning processes and that departmental plans support the implementation of the Strategic Health and Safety Action Plan in relation to health and safety
- ensure periodic reports on the implementation of the plans
- ensure that all directorates have adopted adequate systems for the undertaking of risk assessments and the implementation of safe systems of work within their departments
- keep up to date with changes and developments in health and safety legislation, best practice and relevant management standards
- ensure the Health and Safety Policy is reviewed annually and approved at full board

### **Assistant Director – Corporate Services – Delegated responsibility for Health and Safety**

The Assistant Director of Corporate Services has delegated responsibility to act on behalf of the Chief Executive with regard to the implementation of health and safety policy and practice.

In particular WH will:

- be responsible for the co-ordination of health and safety within Wolverhampton Homes and regularly review the Health and Safety Policy

- ensure compliance with Wolverhampton Homes' health and safety policies and encourage best practice at all levels of management and staffing
- be responsible for updating and advising board members and Senior Management Team on health and safety matters
- authorise new or revised corporate health and safety procedures
- be responsible for ensuring health and safety policies are developed and formulated
- ensure health and safety objectives and priorities are identified
- ensure that adequate resources including financial resources are available to train staff on health and safety matters

### **Assistant Directors and members of Senior Leadership Team**

Assistant Directors and members of the Senior Management Team have overall responsibility for giving effect to health and safety, and will:

- be responsible for the day to day management of health and safety within their teams and will ensure that their Heads of Service and managers are committed to the Health and Safety Policy and arrangements for its implementation
- be responsible for the effective management, monitoring and progression of health and safety issues within their directorate or business unit
- ensure that effective management systems are in place to achieve high standards of health and safety
- call for periodic reports on the progress of health and safety issues from within their own teams and also from the City Council's health and safety team on corporate health and safety matters
- liaise and ensure full co-operation not only with, but also between, managers and supervisors to ensure that they are compliant with their responsibilities and company policies and procedures
- ensure full co-operation with appointed safety representatives and other personnel appointed in matters relating to health and safety, whilst maintaining and encouraging a positive attitude towards health and safety
- be responsible for ensuring that their teams health and safety plans adequately reflect the corporate health and safety objectives
- establish management arrangements within their teams and ensure that risk assessments are undertaken; control measures identified, actions implemented; and associated performance standards are met
- be responsible for obtaining and co-ordinating specialist health and safety advice. They will liaise on health and safety matters with the, Chief Executive, City of Wolverhampton Council Health and Safety team, Health Safety and Wellbeing Committee and any other relevant specialist to ensure effective planning and implementation of policy and arrangements.
- keep up to date with changes and developments in health & safety legislation, best practice and relevant management standards, in particular with regards to their specific area of responsibility
- actively encourage the participation and involvement of their staff in relation to health and safety matters. They will each demonstrate their own commitment by acting as exemplars for health and safety, undertaking

periodic safety inspections of the workplace.

**City of Wolverhampton Council Health and Safety Team, through a shared services service level agreement**

The City of Wolverhampton Council health and safety team will:

- ensure that Wolverhampton Homes' health and safety policies and procedures are fit for purpose based on business need and statutory requirements
- provide competent advice regarding the development of best practice guidance, operational procedures, and management and staff working instructions
- attend regular consultative Health Safety and Welfare Committee meetings with Trade Unions with the aim of fostering good joint working relations and oversee joint initiatives
- agree with the Assistant Director – Corporate Services health and safety objectives and priorities
- assist in the identification of health and safety training needs and selection and appointment of training providers either internal or external to Wolverhampton Homes
- provide or commission advice on the impact of any legislative change in relation to health and safety and develop improvements in systems and working practices to meet the challenges of national policy initiatives
- determine and implement a planned programme of health and safety audits based on risk priorities to monitor health and safety management systems
- assist managers in developing and implementing health and safety risk management systems relevant to their area of operation
- ensure Wolverhampton Homes has access to a suitable process for the undertaking of assessments required under the Control of Hazardous Substances Regulations 2005
- provide training and awareness to the Wolverhampton Homes employees responsible for undertaking the assessments to ensure they are able to complete suitable and sufficient assessments.
- develop and implement a regular programme of inspection of fixed workplaces (offices) to ensure compliance with statutory requirements
- support where necessary the Human Resources / Occupational Health function in matters relating to safety, welfare, and health
- provide relevant specialist health and safety input to the preparation of pre-tender and construction phase health and safety plans
- maintain a system for the reporting of accidents, produce associated statistics and arrange a common procedure for the reporting and investigation of accidents
- following notification of accidents to the health and safety team to assess the need for investigation, and where indicated as necessary in accordance with Wolverhampton Homes policy to conduct appropriate investigations
- prepare and present reports to meetings of Wolverhampton Homes Senior Management Team and Board

- provide relevant health and safety input to ensure effective internal communication with staff relating to health & safety matters, including, but
  - not limited to, attendance at team meetings, articles for staff briefings, and
  - health and safety bulletins

## 5.0 Managers and supervisors

The term managers and supervisors includes all members of staff with responsibility for managing and directing the activities of others.

Managers and supervisors are directly responsible for ensuring that rules, regulations, procedures and codes of practice relating to health and safety of employees and others affected by the work of their team are correctly interpreted and implemented for all activities within their area of responsibility.

Managers and supervisors must therefore:

- understand and ensure the implementation of the Corporate Safety Policy rules and statutory requirements applicable to all operations under their control
- ensure that all employees under their control are aware of the Corporate Health and Safety policy
- be responsible for developing, where appropriate section specific policies and procedures to complement the organisations Health and Safety Policy in order to adequately control known health and safety risks.
- in order to comply with the Health and Safety at Work etc. Act 1974, ensure that, for their team, there is adequate provision for:
  - safe articles, protective clothing, plant tools, equipment and systems of work
  - safe arrangements for the use, handling, storage and transportation of substances and materials
  - premises used by employees and members of the public shall be safe and not present a hazard to the users or occupants
  - sufficient information, instruction, training and supervision to enable all employees to avoid hazards and contribute positively to their own health and safety at work
  - a safe access and egress to and from the place of work
  - adequate health and welfare facilities
  - a healthy working environment
- represent and advise the appropriate Assistant Director or Head of Service as requested on all matters of health and safety
- by undertaking risk assessments for all activities carried out by employees under their control, ensure that all risks to health and safety of employees, tenants and members of the public which may arise from the work of the section are identified and adequately controlled by whatever means identified as appropriate by the risk assessment

- ensure that all health and safety records, certificates, licenses and reports pertaining to their area of responsibility (employee and equipment) are satisfactory and up to date
- ensure that all appropriate remedial action is taken in respect of all reported defects and complaints relating to health and safety
- keep up to date with and implement where applicable any new health and safety measures and circulate any relevant information to each level of employee under their control
- ensure full co-operation with appointed safety representatives and other personnel appointed in matters relating to health and safety
- require and encourage a positive attitude towards health and safety within their own area of responsibility. This must include ensuring that there is a regular formal means to pass health and safety information out to employees and also to allow employees to raise health and safety matters with their manager. Regular feedback on matters raised must also be given.
- take whatever disciplinary action is necessary against any employee not carrying out their responsibilities under health and safety legislation, or organisational Health and Safety Policy
- to ensure that all employees are aware of the first aid arrangements

## 6.0 Employees

All employees have an equal responsibility for ensuring and maintaining health and safety in the workplace as described in section 7 of Health and Safety at Work etc. Act 1974. 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, WH 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

All employees must:

- ensure that they understand the contents of the organisations Corporate Health and Safety Policy, a copy of which is readily available, and also be aware of health and safety arrangements for their particular job and place of work
- use the correct and safe tools and equipment for the job, also to use all safety equipment / protective clothing provided and adopt a safe method of working

- at all times
- keep tools, equipment, plant, machinery and protective equipment in good condition to prevent injury to themselves or others
  - report any defects or hazards to their immediate supervisor
  - develop a personal concern for safety, both for themselves and for others around them, particularly trainees and young persons
  - suggest ways of eliminating hazards by reporting to their immediate manager or supervisor
  - co-operate with internal and external representatives and their immediate manager or supervisor on matters relating to health and safety
  - set a personal example and ensure safe working practices are observed at all times
  - be aware of, and carry out the requirements of health and safety legislation, and the safety instructions issued to them
  - 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
  - maintain high standards of personal hygiene by washing hands prior to eating or drinking, or after using the toilet, and especially before handling food
  - 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
  - report to their supervisor in accordance with the accident reporting policy any accidents or near miss incidents
  - consider the health and safety of colleagues and members of the public and will not act in any way which could cause harm to others

## **7.0 People Services team**

The human resources team will assist and support the implementation of this policy. In particular they will:

- monitor absence resulting from industrial injuries and liaise with the Health and Safety team at City of Wolverhampton Council
- be responsible for procuring, implementing, and monitoring occupational health arrangements
- provide support to assess when necessary the requirement for any reasonable workplace adjustments

## **8.0 Organisational Development**

The Learning and Organisational Development team will assist and support the implementation of this policy.

In particular they will:

- maintain all health and safety training records
- arrange and if required, deliver health and safety training

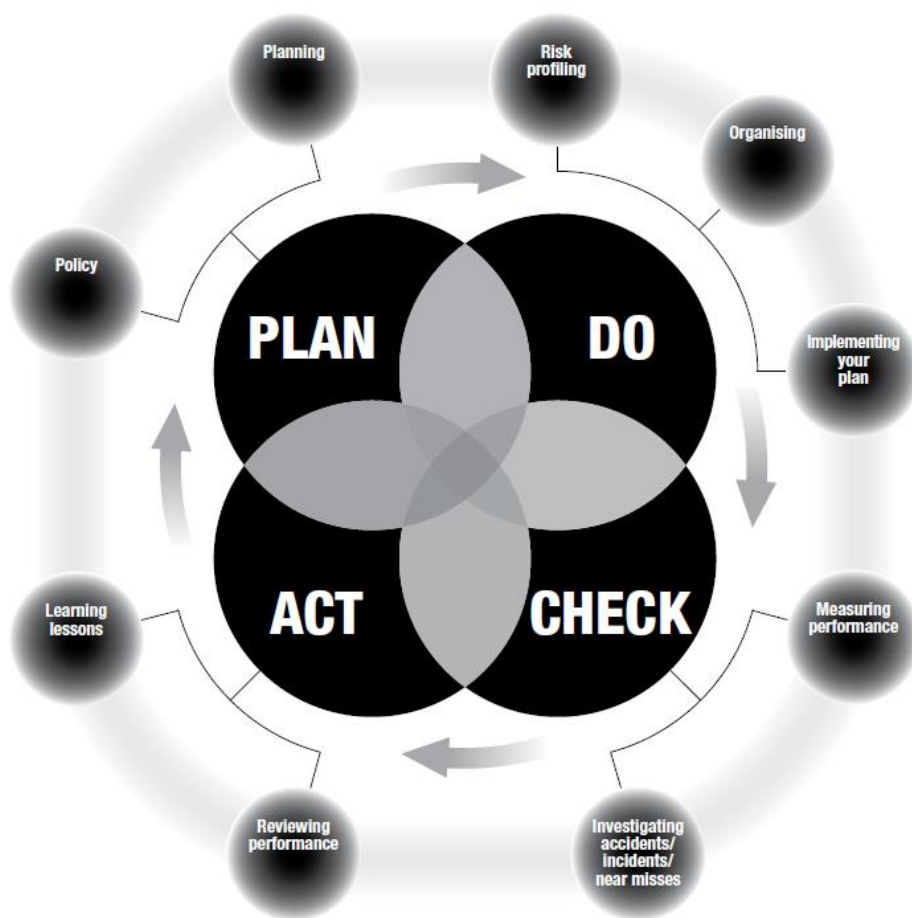


**City of Wolverhampton Council Health and Safety Advisers and Wolverhampton Homes Safety, Health and Environment Team shall:**

- be responsible to the Assistant Director – Corporate Services for monitoring and improving the organisations health and safety standards
- ensure that the organisations Corporate Health and Safety Policy is in line with legislative requirements and updated when necessary
- maintain a system for the reporting of accidents, produce associated statistics and arrange a common procedure for the reporting and investigation of accidents
- act as the recipient of, and be responsible for, the distribution of documentation and guidance on health & safety related matters
- liaise with and advise the Board, Directors, Assistant Directors, Managers, Supervisors and others on all aspects of health and safety legislation and precautions necessary to ensure good safety practice
- give appropriate input to any health and safety training courses arranged
- liaise with the Health and Safety Executive and other external bodies, with a direct interest in the health and safety of the Wolverhampton Homes employees
- be responsible for monitoring health and safety compliance in Wolverhampton Homes by providing advice, training, and support for operational managers
- assist in any investigation necessary to determine the circumstances of all RIDDOR accidents and advise managers, supervisors and employees as necessary
- undertake and review workplace health and 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 and safety, and develop improvements in systems and working practices to meet the challenges of national policy initiatives
- health and safety advisers are authorised to issue an instruction to stop work in the event of imminent danger to employees, contractors or members of the public

**9.0 Health and safety arrangements**

Wolverhampton Homes Board 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.

### **Planning for health and safety**

Planning is 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 a health and safety action 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

## **10.0 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 reasons why.

We will measure our performance by having both active monitoring (checking before things go wrong) and reactive monitoring (checking when things didn't go as planned and understanding why)

This will be achieved by:

- setting appropriate standards
- having in place good risk control strategies
- monitoring that Wolverhampton Homes is complying with health and safety requirements 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.

## **11.0 Auditing and reviewing**

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

WH 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
- analysing near misses, work-related ill-health and injuries for causes and trends
- identifying areas where performance can be improved
- feeding audit findings into management action plans with a timetable for implementation
- checking that agreed objectives are achieved within a given time scale
- communicating audit outcomes to relevant meetings and committees

## **12.0 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 approval process.

## **13.0 Statutory Safety Representatives**

Safety Representatives are statutory representatives of employees. Wolverhampton Homes has adopted a system whereby these are nominated by recognised Trade Unions. They are recognised by the organisation in order that they may keep under review measures taken to ensure the health and safety at work of employees, and to consult with management on the development of the health and safety policy.

In particular Statutory Safety Representatives may:

- investigate hazards, dangerous occurrences and accidents occurring in the workplace
- make representation on matters affecting the health, safety and welfare of employees
- make workplace inspections, as they consider necessary
- consult with Health and Safety Executive Inspectors
- be given time off work with pay in order to pursue their function or undertake training necessary to effectively fulfil their role

## **14.0 Health and Safety Champions**

Health and safety champions are representatives from the workforce with an interest in health and safety and who wish to be involved in assisting Wolverhampton Homes to progress its health and safety related agenda.

The functioning of the health and safety champions scheme will involve:

- appointment of representative staff members from across key organisational areas
- appointment of representative managerial and supervisory members from across key organisational areas

Health and safety champions will:

- be allowed time to attend Health and Safety Champion meetings
- be encouraged to take an active part in health and safety matters
- assist in the development of best practice ideas and innovations
- act as a health and safety advocate for colleagues

- assist and support managers and the City of Wolverhampton Council health and safety team with health and safety inspections and accident investigations
- assist with engagement and communication of health and safety matters to colleagues

Health and safety champions meetings will:

- be held on a directorate basis across the whole organisation
- be chaired by the appropriate Assistant Director
- have representatives from as many of the services within the directorates as practicable
- be supported by a health and safety team member
- meet a minimum of four times a year
- provide written reports to the Health, Safety and Wellbeing Committee meetings

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

### **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.

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

- Act as ambassadors and play a proactive role in monitoring and driving improvements in health, safety and wellbeing performance across the organisation
- Consider and monitor the implementation of health and safety legislation, HSE alerts, and good practice guides and recommend appropriate action, where necessary
- Contribute to the appraisal and development of health, safety and wellbeing training, communication, advice, guidance, and publicity across WH colleagues and its customers
- Ensure effective consultation and communication for colleagues about the implementation of WH health, safety and wellbeing management systems, including the planning, organising, monitoring and reviewing of organisational measures to ensure the health and safety and wellbeing of its employees
- Ensure that all colleagues are kept informed of their health, safety and wellbeing responsibilities and duties as necessary
- Ensure that the Board is kept abreast of any regulatory changes in relation to health, safety and wellbeing and the impact such changes may have on WH and its customers
- Ensure WH adopts proactive approaches to the management of health, safety and wellbeing with its customers, its colleagues and their representatives
- Establish and maintain standards of health, safety and wellbeing that comply with legal requirements and WH policy

- Examine health, safety and wellbeing audit reports, quarterly incident and accident reports, risk assessments, near misses, work related ill-health and health surveillance. Monitor progress of the arising management actions.
- Liaise with the City of Wolverhampton Council (CWC) and develop, introduce and monitor policies and procedures relating to health, safety and wellbeing
- Oversee all health, safety and wellbeing arrangements and provide period reports to the Board
- Provide WH with a forum for sharing ideas, highlighting examples of good practice and promoting a positive health, safety and wellbeing culture
- Receive and consider reports from CWC, Trade Unions, Safety Representatives, Specialist Advisors, Management, Health and Safety Executive and Auditors
- Receive minutes from the Health and Safety Champions Committee, monitor key issues raised and direct the Health and Safety Champions Committee as required

### **Membership**

Membership will be representative from all areas of the business with attendance from:

- Chief Executive or the Assistant Director – Corporate Services (Chair)
- A Board Health and Safety Champion
- Assistant Director(s)
- The Assistant Director will also ensure their service is adequately represented to cover and specific agenda items for each meeting
- Other specialist colleagues or external guests may be invited on an ad-hoc basis for the purpose of presenting reports or advice as appropriate
- Head of Health and Safety – City of Wolverhampton Council
- Head of Business Services
- Each recognised Trade Union (max two attendees per Trade Union at any one meeting)

### **Meetings**

- Held quarterly and scheduled annually in advance
- Minutes of the meetings will be taken by a member of the Corporate Services team
- 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

### **Other arrangements**

#### **Supporting continuous improvement**

WH believe that continuous improvement is an important part of effective health and safety management. To achieve this, WH 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

### **Communicating on health and safety**

Wolverhampton Homes will provide effective communication channels in respect of health, safety and wellbeing. Communication will be supported 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 toolbox talks, team briefings and including health and safety as a standing agenda item at meetings
- utilising the email system to provide information on health and safety
- meetings with partners and contractors
- informing tenants via a range of communication methods

### **First Aiders**

First Aiders will be appointed on behalf of Wolverhampton Homes Ltd in accordance with Regulation 3 of the Health and Safety (First-Aid) Regulations 1981. First Aiders will:

- understand the company safety, health policy, know their responsibility and be equipped to play their part
- maintain applicable health and safety documents and ensure awareness of policies, processes, guidance, and codes of practice with regards to first aid
- be responsible for the provision of health, safety information relating to first aid and for ensuring compliance
- attend appropriate training as required to understand their general safety and health responsibilities in addition to first aid training
- be included in consultation on any changes at the workplace that may substantially affect provision of first aid in the workplace
- carry out assigned tasks and duties in a safe manner, in accordance with instructions, and to comply with safety rules / procedures
- check the condition and contents of first aid boxes and will arrange for any replenishments as necessary
- ensure appropriate documentation, related to first aid is created and distributed to the appropriate employees.
- Ensure accurate records are kept.

## Fire Marshals

Fire Marshals will be appointed by Wolverhampton Homes Ltd in all fixed workplaces to support ensuring that fire safety risks are effectively managed, and in the event of a fire safety incident that employees and others health and safety is maintained during the incident. Fire Marshals will:

- understand the company safety, health policy, know their responsibility and be equipped to undertake their role as a fire marshal
- maintain applicable health and safety documents and ensure awareness of policies, processes, guidance, and codes of practice relevant to fire safety
- attend appropriate training as required to understand their general safety, health, and responsibilities in addition to fire marshal training
- be included in consultation on any changes at the workplace that may substantially affect fire safety
- carry out regular workplace inspections with regards to fire safety and report any deficiencies identified to the site responsible person and health and safety team

## Delegated Landlord Responsibilities

Hazard	Responsible Person	Technical Expert
<b>Management of Asbestos</b>	Head of Asset and Stock Investment, Property	Assistant Manager (Asbestos) Asbestos Safety Compliance Officer Asbestos Clerk of Works
<b>Management of Legionella</b>	Head of Compliance, Property	Contract Manager
<b>Management of Gas</b>	Head of Repairs and Maintenance, Property	Contract Manager Property Supervisor (gas)
<b>Management of Fire</b>	Head of Asset and Stock Investment, Property	Building Safety Manager Fire Safety Compliance Officers (x2)
<b>Management of Electricity</b>	Head of Repairs and Maintenance, Property	Property Supervisor (electrical) Mechanical and Electrical Manager Assistant Manager (repairs) (Duty Holder NICEIC)
<b>Management of Passenger Carrying Lifts</b>	Head of Compliance, Property	Contract Manager



<b>Management of Waste</b>	Head of Asset and Stock Investment, Property	Waste and Environmental Compliance Officer
<b>Management of Road Risk:</b> 1 Fleet 2. Essential / User 3 All other	Business Co-ordinator, Property Head of People, Corporate Services Head of People, Corporate Services	City of Wolverhampton Council – Fleet Manager


### Site Duty Holders

A site duty holder is appointed at each site office to monitor health and safety arrangements including but not limited to:

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

This page is intentionally left blank

# Board Report

	<b>Agenda Item 7</b>
	<b>11 June 2021</b> <b>Performance Report – Financial Year-End</b>
	<b>Open Report</b>
<b>Status:</b>	For Information
<b>Author and job title:</b>	Justin Scott, Performance Manager
<b>Contact No:</b>	07970 266504
<b>Recommendations:</b>	<b>Board Members are asked to note the contents of the report.</b>
<b>Key risks and contentious issues:</b>	Whilst there are no direct risks associated with this report, some of the factors influencing performance i.e. regulatory requirements, may pose an element of risk to the organisation.

## **Management Summary**

### **1.0 Purpose**

- 1.1 To inform the Board of the Company's annual performance as at the end of financial year in relation to performance KPI's and the annual delivery plan for 2020 - 2021.
- 1.2 Regular reports are presented to the Communities and Service Delivery Committee as a standing item.

### **2.0 Background**

- 2.1 Wolverhampton Homes (WH) performs quarterly and annual performance monitoring for each of the key actions in the annual delivery plan, as well as performance monitoring of its core services.

### **3.0 Annual Delivery Plan 2020 - 2021**

- 3.1 The key elements of the annual delivery plan as at the end of Quarter 4 are detailed at appendix 1.

### **4.0 Core Service Performance 2020 - 2021**

- 4.1 The Performance Data 2020 – 2021 for core services is detailed at appendix 2. This includes comparison data from previous financial years.
- 4.2 A summary and narrative of the Performance Indicator Data – Quarter 4 – 2020 – 2021 is reflected in the table at appendix 3.
- 4.3 The year-end position of the twenty-eight targets is detailed below:
  - Six achieved a stretched “Great” target (purple)
  - Four were on target (green)
  - Six were below target but within an acceptable tolerance (amber)
  - Nine were off target (pink)
  - Three indicators were suspended

### **5.0 Financial and Value for Money implications**

- 5.1 Any significant under-recovery of rent would impact directly on the Housing Revenue Account (HRA).
- 5.2 The performance of the company contributes to the overall financial health of the organisation.

### **6.0 Legal and regulatory implications**

- 6.1 Wolverhampton Homes is required to deliver services within the requirements of the Management Agreement.

## **7.0 Human resources implications**

7.1 There are no human resources implications identified within this report.

## **8.0 Health and safety implications**

8.1 It is imperative that Wolverhampton Homes meets all Health and Safety requirements in line with the compliance element of the Consumer Standards.

## **9.0 Equalities implications**

9.1 There are no equalities implications identified within this report.

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

10.1 Failure to deliver services to the required agreed targets may impact on the environment and community where there is a direct correlation to service delivery.

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

11.1 Wolverhampton Homes has been established to effectively manage the housing stock, on behalf of the City of Wolverhampton Council (CWC). Failure to do so would impact on the delivery of the company's management agreement with City of Wolverhampton Council.

11.2 This report seeks to outline the company's performance and to identify both the areas of strong performance, and where improvements need to be made. Meeting performance is key to the health of the organisation.

11.3 Both the delivery against the annual delivery plan and the performance of core services are intrinsic to the success of Wolverhampton Homes. This is key for the company's reputation.

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

12.1 There is no impact on business relationships with suppliers, customers and others identified within this report.

## **13.0 Impact of Covid-19**

13.1 The impact of Covid-19 has been noted across WH services and the performance indicators. Where it is relevant to an indicator, it has been detailed within the narrative applicable to each indicator in appendix 3 of the report.

13.2 Wolverhampton Homes have ensured that the regulatory work has continued in the delivery of essential services to customers.

13.3 Regular service delivery Situation Reports have been submitted to the City of Wolverhampton Council in line with WH response and recovery to Covid-19.

13.4 There are costs associated with the backlog of repairs and voids works, with the impact from Quarter 1 onwards.

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

14.1 Will any new policy or policy updates have an impact on the management system? **No.**

#### **15.0 List of Appendices**

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

15.2 Appendix 2: Performance Data – Quarter 4 – 2020 - 2021

15.3 Appendix 3: Performance Indicator Data – Core Services detail – Quarter 4 – 2020 - 2021

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

Housing – Darren Baggs					
Ref.	Service Area: Tenancy Management				
No.	Action	Detail	Required Outcomes	Responsible Officer	Quarter 4 updates
1.	Sustaining tenancies	<p>Identify and respond to tenants in need of support to look after themselves or their home.</p> <p>Promotion of sustainable tenancies through early intervention and support.</p> <p>Support behavioural change to promote tenant responsibility.</p> <p>Review of partner agencies – CAB, RMC, ACCI.</p>	<p>Company-wide approach to 'See it, Report it' with every tenancy visited, at least once every 12 months by a WH officer or contractor.</p> <p>Wider integration within WH teams to enable swift intervention to provide support and stop a tenancy from failing.</p> <p>Further and sustained company-wide working to be undertaken to recover tenancies at risk of failure.</p> <p>Development of the Tenancy Sustainment Strategy.</p>	<p>Head of Tenancies and Communities</p> <p>Senior Leadership Team</p>	<ul style="list-style-type: none"> <li>Analysis and closer monitoring of current tenancy breach cases associated with property condition where potential associated safeguarding concerns may be present, to ensure swift resolution.</li> <li>Currently exploring Tenancy Officer / Tenancy Manager attendance at regular case meetings with Social Care.</li> </ul>
2.	Well managed and maintained estates.	<p>Robust approach to estate inspections and the resolution of issues.</p>	<p>Improved local communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.</p> <p>Visible presence on estates including a planned review in 2020 - 2021 of Estate Inspection system processes to improve focus on performance around the resolution of estate issues.</p> <p>Continued focus on quality and promotion of good news stories to enhance the positive impact.</p>	<p>Head of Tenancies and Communities</p> <p>Assistant Neighbourhood Services Manager</p> <p>Senior Leadership Team</p>	<p><b>Tenancy:</b></p> <ul style="list-style-type: none"> <li>Identification of fly tipping hot spots across the City and increased focus on ensuring weekly Tenancy Officer monitoring.</li> <li>Meeting pending with Environmental Services, CWC regarding closer working to tackle fly tipping hotspots.</li> </ul> <p><b>Neighbourhood Services:</b></p> <ul style="list-style-type: none"> <li>Grounds maintenance partner Continental Landscapes have delivered the winter improvement and winter pruning programmes.</li> <li>Grass cutting season for 2021 commenced in March 2021 and is scheduled to deliver 17 cuts every 10 working days.</li> </ul>
3.	Increase the use of the digital offer	Support customers to make use of	Aim to reduce footfall in OSS and contact with HD	Head of Business Services	<p><b>Business Services:</b></p> <ul style="list-style-type: none"> <li>New WH website went live on 19 January 2021.</li> </ul>

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



		<p>'estate custodian role'</p> <ul style="list-style-type: none"> <li>- More serious ASB is investigated and managed by the specialist ASB team</li> </ul> <p>Amend ASB policy to reflect the above changes.</p> <p>Undertake proactive work with partner agencies in identified 'priority' areas to tackle ASB.</p>	Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.		
<b>Ref.</b>	<b>Service Area: Income Management</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
5.	Deliver an efficient and effective service that maximises Income for CWC and WH.	Maximisation of all income collection streams to rent, recharges, court costs, insurance, former tenant arrears.	<p>Achievement of agreed targets for current rent income collection.</p> <p>Minimise evictions and promotion of sustainable tenancies.</p>	Head of Income	<ul style="list-style-type: none"> <li>• Tenants in rent arrears is at 2.14% as a proportion of the rent roll. This is a decrease from year end 2019 – 2020, which was 2.36%.</li> <li>• There are currently 5,017 customers in arrears, a decrease of 679 from end of last financial year.</li> <li>• Through 2020 – 2021, there are 1,049 customers who have moved on to direct payments from Universal Credit.</li> <li>• There were no evictions during 2020 - 2021.</li> </ul>
6.	Rent in advance	Payment of rent income in line with the tenancy agreement.	<p>Promotion of rent in advance, campaigns run throughout the year and aligned to the council's tenancy agreement. This will be linked to supporting debt reduction / prevention.</p> <p>All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy.</p> <p>Delivery of strategies to target customers who are vulnerable or identified as high risk i.e. Housing First, Unit at Tapworks, new tenancies for single males.</p>	<p>Head of Income</p> <p>Head of Housing Solutions</p>	<p><b>Income:</b></p> <ul style="list-style-type: none"> <li>• 'Rent First' campaign continues to be delivered throughout the period to promote rent in advance.</li> <li>• All new tenants are contacted within 4 weeks of their tenancy start date by our Money Smart team to identify any support needs.</li> <li>• There are: <ul style="list-style-type: none"> <li>- 32 Housing First customers – 5 arrears cases</li> <li>- 75 Young Persons customers – 10 arrears cases</li> <li>- 17 Tapworks customers – 2 arrears cases</li> <li>- Austic Unit – 3 customers – 1 in arrears</li> </ul> </li> </ul> <p><b>Housing Solutions:</b></p> <ul style="list-style-type: none"> <li>• Now ongoing and regularly monitored with review meetings between WH Lettings and Income Management teams to examine trends and ensure processes are working effectively.</li> </ul>

7.	Universal Credit (UC) and new welfare benefit arrangements.	Managing the impact of Universal Credit on WH and our customers.	Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.  Job Centre sessions for early contact with new UC claimants.	Head of Income	<ul style="list-style-type: none"> <li>• There are: <ul style="list-style-type: none"> <li>- 6,944 customers claiming Universal Credit (UC)</li> <li>- 45.58% in arrears owing an average of £436</li> <li>- Total arrears owed by customers claiming UC, of £1,381,310.98</li> </ul> </li> <li>• There were: <ul style="list-style-type: none"> <li>- 5,529 referrals made to the Money Smart Team</li> <li>- 1,528 referrals for Food Bank parcels to the end of Quarter 4</li> <li>- 1,678 new UC claimants supported by Money Smart team to end of Quarter 4</li> </ul> </li> <li>• All Job Centre sessions currently remain suspended due to Covid-19</li> <li>• 625 tenancies have received support from the Winter Hardship fund – totalling £85k</li> </ul>
<b>Ref.</b>	<b>Service Area: Home Sales and Leases</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
8.	Delivering more affordable housing.  Supporting the growth of a quality new build rental offer.	To grow the portfolio of properties including the management of the market rent WV Living properties and the CWC shared ownership units.  To ensure that Wolverhampton Homes can support any developers of private rented housing by offering a high-quality management agent service.	To achieve a better managed stock and to increase to a target of 150 properties in management for 2020 - 2021.  To work with developers to ensure their properties are of a high standard.	Home Sales & Leases Manager	<ul style="list-style-type: none"> <li>• Enquiries are still on hold due to the additional risk brought about by legislation in regard to what enquiries prevent court action relating to arrears.</li> <li>• At the end of Quarter 4, there were 117 properties in the portfolio.</li> </ul>
9.	Effective management of the shop's premises.	Effective management of the properties and re-lets.	Void levels targets – 3% Collection rate target – 98%	Home Sales and Leases Manager	<ul style="list-style-type: none"> <li>• At the end of Quarter 4, there were 10 void shop premises (4.6% of stock). Due to Covid-19 there have still been some shop units, due to the nature of their business, unopen to trade. Therefore, there have been challenges in letting shop premises in the current climate.</li> <li>• There are low level voids, however, it is noted that some businesses may not be sustainable, resulting in an increase of void units.</li> <li>• The income collection rate for the financial year 2020 - 2021 was 96%. This is below our target due to shops being unable to trade during the pandemic – WH has been working with shop keepers agreeing to payment holidays, payment extensions and payment terms.</li> <li>• When businesses commence trading on or after 12 April 2021, WH will continue to work with individual businesses to support them to bring their accounts up to date.</li> <li>• WH will continue to sign post businesses to help available from the Government and CWC.</li> </ul>
10.	Effective income collation for leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA	Collection rate target – 97%	Home Sales and Leases Manager	<ul style="list-style-type: none"> <li>• The collection rate for the financial year 2020 - 2021 was 98.1%. Whilst this has exceeded target, it is below last year's rate. This is due to the legal process and the Courts for the collection of service charges being out of use. Action may be taken against leaseholders who are in arrears in line with the lifting of suspension, due to Covid-19.</li> </ul>

		are not subsidising leaseholders.			<ul style="list-style-type: none"> <li>• WH is continuing to work with leaseholders who have been impacted by Covid-19 by arranging longer term payment plans and signposting them to any assistance available from the Government.</li> <li>• The collection rate proves that by working with individual leaseholders, alternate payment options have been found. 37% of leaseholders are now paying by our preferred Direct Debit payment method.</li> </ul>
11.	To administer the Right to Buy (RTB)	To ensure compliance with RTB legislation.  To optimise the capital receipt for CWC.	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.	Home Sales and Leases Manager	<ul style="list-style-type: none"> <li>• 525 Right to Buy applications were received during financial year 2020 - 2021, which is exactly the same number as the previous financial year. Some statutory time limits have been missed due the high level of applications; however, no delay notices have been served thus meaning there has been no financial impact on the HRA.</li> <li>• 155 completions took place during financial year 2020 - 2021. This has reduced from the last financial year (221). This is due to the impact of Covid-19 and all agencies, i.e. Solicitors, Land Registry, having to find alternate methods of working during lockdown. This has impacted on the capital receipts being received, which in turn could impact on the Capital Programme.</li> </ul>
<b>Housing Options – Angela Barnes</b>					
<b>Ref.</b>	<b>Service Area: Temporary Accommodation</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	
12.	Develop a fit for purpose portfolio of Temporary Accommodation.	Review current Temporary Accommodation, identify gaps in provision and seek to procure / acquire accommodation that meets the needs of the client group, statutory requirements and can provide Value for Money.	Improved standard of CWC owned self-contained TA units.  Acquire accommodation that meets the requirements of The Homelessness (Suitability of Accommodation) (England) Order 2012 and the Council's minimum property standard for Temporary Accommodation.  Complete the options appraisal for The Whitehouse.	In conjunction with CWC  Assistant Director – Housing Options	<ul style="list-style-type: none"> <li>• CWC have developed a Temporary Accommodation (TA) Action Plan which will now determine activity in this service area. The following are those areas in which WH have lead responsibility: <ul style="list-style-type: none"> <li>- Housing Options redesign forms part of the organisation service redesign Our Future</li> <li>- Development of a Charging Policy - looking to introduce charge for nightly rate TA where the customer is not benefit dependent. A Project Initiation Document (PID) is being drafted</li> <li>- Understanding of how void processes can impact on both TA turnround and move on arrangements - scope to be determined</li> <li>- Continuation of WH's evictions scheme - consideration of this as part of redesign of service</li> </ul> </li> </ul>
<b>Ref.</b>	<b>Service Area: Homelessness Team</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
13.	Delivery of Homelessness Service.	Aim to meet performance measures and get the right outcomes for customers.	Compliance with Homelessness Legislation.	Assistant Director – Housing Options	<ul style="list-style-type: none"> <li>• Work continues with the Performance Team to ensure the accuracy of data.</li> <li>• New KPI's are being developed in conjunction with CWC.</li> <li>• Power BI reports are being developed with the aim for them to be available in new financial year.</li> <li>• HCLIC amendments on the horizon with work to progress during Quarter 1, 2021 – 2022.</li> <li>• More robust and accurate reporting has been established in relation to use and move on from TA – reported monthly including spend on nightly rate.</li> </ul>
14.	Develop standards framework for the provision of Temporary	Improve the standards of Temporary Accommodation in relation to quality, value and suitability.	To ensure that we are using appropriate temporary accommodation balancing need versus value for money.	Assistant Director – Housing Options	<ul style="list-style-type: none"> <li>• Work forms part of the TA action plan.</li> <li>• The Head of Housing Solutions is leading on lettable standard for TA.</li> </ul>

	Accommodation (TA).	<p>To work with CWC strategy and housing standards to ensure existing temporary and any new procured temporary accommodation is of the expected standard.</p> <p>To develop a range of advice to those who are no longer identified of having a housing need.</p>	To ensure those who are no longer eligible for Homes in the City are given appropriate advice.		
15.	As part of the Housing First initiative work to increase 'prevention' and 'move on' activity, which supports Housing Options and Lettings.	Provision of an Early Intervention service / pre-tenancy element, which focusses on the early identification of customer's needs whilst working with partner agencies to assist in the delivery of support.	<p>Ensures applicants are tenancy ready and engaged in a support plan, which achieves stability and improved longer term outcomes for households.</p> <p>Develop an intensive service to meet the needs of entrenched rough sleeping.</p> <p>Reduce reactive spend in terms of tenancies that are in crisis or in the process of failing.</p> <p>Reduce the number of properties where keys are surrendered, or properties abandoned.</p>	Head of Sustainment and Support	<ul style="list-style-type: none"> <li>Housing Outreach &amp; Support continue to provide pre-tenancy support for those who are in temporary accommodation.</li> <li>Housing First have housed a total of 35 clients and 5 have been made a property offer. Targets set by MHCLG / WMCA prior to the pandemic were for Wolverhampton to house 44 individuals by March 2021. The target date has now been extended until the end of June 2021. WH is on track to deliver against this target.</li> <li>Domestic Abuse (DA) Development / Project Group in place and DA Team established in the business. For those experiencing DA, our website and Homes in The City webpage has been updated with direct access contact details. The process and referral form have been developed for professionals requiring housing support / advice / risk management.</li> <li>A total of 260 referrals have been received by the DA Team for this quarter.</li> </ul>
16.	Assist CWC with the implementation of the Housing Allocations Policy.	<p>Provide advice, guidance and support to CWC to assist them to implement and monitor the allocations policy.</p> <p>Assist to effectively communicate the</p>	<p>A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants.</p> <p>An Allocations Policy that enables WH to allocate homes quickly and</p>	Head of Housing Solutions	<ul style="list-style-type: none"> <li>Initial testing on bedroom calculations has been completed.</li> <li>Communication plan in place.</li> <li>Training needs analysis underway.</li> <li>Reapplication planning in progress.</li> <li>Requests for resources for re-application process submitted.</li> <li>Resources for testing established.</li> <li>The build of new NPS Allocations module is nearing completion ready for testing in Quarter 1.</li> </ul>

		changes to all stake holders.	contributes to creating sustainable tenancies.  Northgate System rebuild with consideration of longer term objectives around an Accessible Homes Solution (including full stock survey information).		
17.	Review and implement a fit for purpose Home Improvement Agency (HIA) that supports residents to live independently in their own home.	Develop a new operating model that supports the customer journey; optimises the successful take up of grant; loans and the effective delivery of services that support independent living.  Implementation of the Home Improvement Agency.  Support CWC with the development of the Aids and Adaptations Policy.	Effective programme of property improvements into cross tenure properties.  The effective support for customers to access services successfully.  The maximising of grant take up and the optimisation of spend across all key workstreams i.e. disabled facilities grants; affordable warmth and housing assistance programmes. (Including small scale handyperson and social inclusion repairs).	Assistant Director, Housing Options	<ul style="list-style-type: none"> <li>All processes and procedures related to Home Improvement Agency (HIA) are under review in light of the new Housing Assistance Policy.</li> <li>Contracts for minor works, hoists, ramps and glazing finalised and put out to tender.</li> <li>Working on procurement authorisation for large scale building works.</li> <li>Consideration is being given to interim arrangements around use of Foundations Dynamic Purchasing System (DPS) (Disabled Funding Grants governing body).</li> <li>Recruitment to 4 support worker posts completed to allow single point of contact (SPOC) and support for customers throughout the journey.</li> <li>Approval given for two additional Technical Surveyor posts.</li> <li>Recruitment to Telecare Team Leader commenced.</li> <li>Arrangements in place to discuss Disabled Funding Grants (DFG) spend with Adults and Children's Social Care - more joined up approach to be established.</li> </ul>
<b>Property – Ian Gardner</b>					
<b>Ref.</b>	<b>Service Area: Construction and Compliance</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
18.	Health and Safety Compliance	Ensure that WH complies with all relevant Health & Safety compliance requirements (construction related).  To ensure that all mandatory and legislative requirements covering all compliance activities are	It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities.  WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for	Head of Compliance	<ul style="list-style-type: none"> <li>All WH legionella assessments were completed at the end of Quarter 4, 2020 - 2021 and are up to date.</li> <li>Gas servicing – a small number of properties were deferred in Quarter 4 due to Covid-19 and shielding, but this was managed by engineers having Covid-19 tests prior carrying out gas servicing in shielded households. At the time of this report, the small number of outstanding properties that had to be deferred, have been completed. The current access rate is now back up to 99.99%, we are now be back to pre-Covid-19 levels of access.</li> <li>The Electrical Installation Condition Report (EICR) Programme is progressing well. The number of “no access” properties were reduced further from 214 to 76 with work ongoing to address the outstanding access.</li> <li>The passenger lift servicing and routine maintenance programme has continued and been successfully delivered during Quarter 4.</li> <li>This year's capital passenger lift refurbishment programme is progressing well with work currently ongoing to the Motor Room Less (MRL) lifts at Graiseley, Grosvenor and Russell Court.</li> </ul>

		<p>enforced and evidenced:</p> <ul style="list-style-type: none"> <li>- Gas Safety</li> <li>- Electrical Safety</li> <li>- Water Safety</li> <li>- Asbestos</li> <li>- Fire</li> <li>- Lifts</li> <li>- Facilities Management</li> <li>- Control of Contractors</li> </ul>	<p>specific specialist compliance work activities.</p> <p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>To ensure that services specifically provided and limited to retained responsibility of Tenant Management Organisations (TMOs) is undertaken in compliance with Health and Safety (H&amp;S) requirements (Management Agent).</p> <p>Ensure that the suite of robust KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>		
19.	To contribute to the CWC's Housing New Build Agenda.	Continue to enhance the supply of housing through the innovative use of infill sites new build programme.	<p>To deliver on average 35 new build units per annum.</p> <p>To support CWC in the delivery of its strategic housing plans.</p> <p>To reduce anti-social behaviour; fly tipping and enhance the estate street scene.</p>	Head of Capital Works	<ul style="list-style-type: none"> <li>• Former Patchbox site, Bradley offered for client handover.</li> <li>• Phase 5 sites procurement exercise evaluation process completed.</li> <li>• Three planning approvals received for Community led Housing project at Bushbury Hill.</li> <li>• Internal design and site layout commissioned for Community Led Housing site at Heath Town.</li> </ul>
<b>Ref.</b>	<b>Service Area: Stock Investment</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
20.	Capital Programme  Delivery of the Housing Capital Programme.	Delivery of a range of large discrete estate regeneration and refurbishment projects and remodelling work.	<p>Key delivery outcomes are reported to CWC / WH Asset Management Group meetings and associated capital programme finance meetings in line with the:</p> <ul style="list-style-type: none"> <li>- Annual Capital Programme</li> </ul>	Head of Asset and Stock Investment	<ul style="list-style-type: none"> <li>• The Capital Programme delivery has continued by using Covid-19 controls to ensure the risk to residents and the workforce was minimised.</li> <li>• The impact of the cessation of work during the first quarter has meant that circa 25% of the capital programme budget was unspent.</li> <li>• The projects hit their revised targets that were amended once the impact of the suspension of projects during the first lockdown was better understood.</li> </ul>

			<ul style="list-style-type: none"> <li>- 5 Year Asset Management Plan - Medium Term</li> <li>- 30 Year Business Plan - Long Term</li> </ul>		
21.	To review and update stock condition data.	<p>To contribute to CWC's Strategic Climate Change and Sustainability Agenda and support the 2028 target.</p> <p>Repopulate the asset management database.</p> <p>Improve the efficacy of WH Asbestos Management System.</p> <p>Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.</p>	<p>To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning.</p> <p>To provide stock condition data to inform the 30-year business plan and component accounting.</p> <p>To review energy efficiency programmes of work.</p> <p>To review opportunities for disinvestment for example; non-traditional housing linked to the Asset Management Group.</p>	Head of Asset and Stock Investment	<ul style="list-style-type: none"> <li>• The loading of cleansed stock data has continued and the NPS Assets module is now live.</li> <li>• The loading of 'clean' asbestos data has begun, and the new asbestos register will be available at the end of June 21.</li> <li>• Recruitment is underway to appoint new Asset Condition Surveyors to gather new stock condition data.</li> <li>• Work to establish a provisional carbon baseline using the cleansed EPC data has been completed.</li> </ul>
22.	Respond to Grenfell investigation recommendations in terms of fire safety management.	Develop work programmes to ensure that national recommendations are implemented.	<p>Strategies and funding need to be developed, agreed and implemented.</p> <p>For example; the retro-fitting of sprinkler systems in Wolverhampton's high-rise towers blocks.</p>	Head of Asset and Stock Investment	<ul style="list-style-type: none"> <li>• The recruitment of a Building Safety Manager has predictably been very challenging (due to issues of supply and demand), but a suitably competent and capable candidate has been appointed.</li> <li>• The recruitment of the team to support this individual will be undertaken in Quarter1 of 2021 – 2022.</li> </ul>
<b>Ref.</b>	<b>Service Area: Repairs and Maintenance / Operations (Building Solutions; Response Repairs)</b>				
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>
23.	<p>Maintaining housing stock standards.</p> <p>Delivery of a robust and responsive 24hr repairs service.</p>	<p>Review current delivery methods adopting Lean Transformation programme including ICT support systems.</p> <p>Review to include out of hours service</p>	<p>Delivery of a high standard service to our customers.</p> <p>Review Value for Money in terms of cost, quality and performance.</p> <p>Increase performance and analytical data.</p>	Head of Repairs and Maintenance	<ul style="list-style-type: none"> <li>• Continued with emergency and statutory repairs and those deemed urgent, which would create further disrepair, if unattended.</li> <li>• Started recovery plan following further restrictions on 15 March 2021 with a phased approach to encompass the service requests (SRQ's) that had been reported to WH.</li> <li>• Progressed with Project Magnus to prioritise Repairs Finder, Interfinder and the installation of the new repairs ordering schedule (ROS). Undertaking testing of these elements with a go live date for Repairs Finder in Quarter 1 2021 - 2022.</li> </ul>

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



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

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

32.	Develop a modern workforce to recognise the diverse needs of all customers.	Continue to embed the Inclusive Futures Campaign to increase the profiles of women and BAME staff in senior posts.  Interrogate current workforce profiles and map against future business needs.	Review 2019 – 2020 progress and outcomes and introduce additional measures to improve the recruitment journey.	Head of People	<ul style="list-style-type: none"> <li>The results of the Gender Pay Gap have been published on the website.</li> <li>The Equality, Diversity and Inclusion Action plan is live. The Senior Leadership team and Equality Champion Leads will update on a quarterly basis, and will be presented to Board at quarterly intervals.</li> <li>The equality leads have contributed across the business with actions from the plan relating to comms and specific activities: Let's talk Race and Lived Experiences of Women meetings.</li> </ul>																																				
33.	Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation.	To upskill staff and Board members to increase the capability and capacity through training and development programmes, professional bodies and desired accreditation.  To develop strong dynamic and inspirational leaders with clear direction across the business.	Robust organisational Learning Needs analysis.  Implementation of Board Development Programme.  Implementation of Strategic Leadership Programme and Accredited Management Development Programme.  Effective talent management and succession planning to align individual development and career aspirations.	Head of Organisational Development and Staff Engagement	<ul style="list-style-type: none"> <li>Skills matrices creation and Learning Needs Analysis (LNA) work continues in Building Services, Asset Management, and Housing Options. Progress has been slowed awaiting redesign. Included with workforce planning and talent and succession planning part of the Learning and Organisational Development runway for the 2021 - 2022 annual delivery plan.</li> <li>Board Development Plan for 2021 - 2022 Strategy Days in place.</li> <li>Senior Management Team leadership development journey Mindset to Growth programme commenced December 2020 with final webinar April 2021.</li> <li>Senior Leadership Team - Mindset to Growth programme commenced February 2021; Insights Discovery Personal Profiles to be shared and debriefed Quarter 1, 2021 - 2022.</li> <li>Development of 'No offence' training is well underway – scheduled to launch Quarter 1.</li> <li>Risk Management / Internal Audit training was delivered to all staff via eLearning and to Board at Away Day in Quarter 4.</li> </ul>																																				
<b>Ref.</b>	<b>Service Area: Employability and Community Development</b>																																								
<b>No.</b>	<b>Action</b>	<b>Detail</b>	<b>Required Outcomes</b>	<b>Responsible Officer</b>	<b>Quarter 4 updates</b>																																				
34.	Support residents within Wolverhampton to gain training and employment.  Improvement of Tenant Engagement.	Ensure residents have the best chance of sustaining their tenancies by gaining training, employment, work experience and volunteering.  Deliver a fit for purpose Community Development function that embeds tenant engagement across all activity in WH.	To meet the expected targets of 150 residents and tenants engaged with coaches, or supported into provision (into work, into training, into work experience into volunteering).  Review and implementation of TPAS recommendations and realign resources to deliver a cross company approach.	Head of Organisational Development and Staff Engagement	<table border="1"> <thead> <tr> <th colspan="3">Quarter 1</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>15</td> <td>19</td> </tr> <tr> <td>Into provision</td> <td>10</td> <td>9</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Quarter 2</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>30</td> <td>54</td> </tr> <tr> <td>Into provision</td> <td>20</td> <td>50</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Quarter 3</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Engaged</td> <td>30</td> <td>35</td> </tr> <tr> <td>Into provision</td> <td>20</td> <td>34</td> </tr> </tbody> </table>	Quarter 1				Target	Actual	Engaged	15	19	Into provision	10	9	Quarter 2				Target	Actual	Engaged	30	54	Into provision	20	50	Quarter 3				Target	Actual	Engaged	30	35	Into provision	20	34
Quarter 1																																									
	Target	Actual																																							
Engaged	15	19																																							
Into provision	10	9																																							
Quarter 2																																									
	Target	Actual																																							
Engaged	30	54																																							
Into provision	20	50																																							
Quarter 3																																									
	Target	Actual																																							
Engaged	30	35																																							
Into provision	20	34																																							

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

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

This page is intentionally left blank

## Appendix 2: Performance Data - Quarter 4 – 2020 - 2021

PI Code	Performance Indicators	Year End 2016/17	Year End 2017/18	Year End 2018/19	Year End 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	End of Year	Target	Tolerance	Great
BS-HR1	Average number of working days lost through sickness	6.50	6.73	8.19	7.65	N/A	8.60	7.90	8.10	8.10	7	7.15	6
P-CC1	% of valid Landlord Gas Safety Records for tenanted properties	99.99	99.99	99.98	99.93	97.45	99.22	99.98	99.98	99.99	99.90	99.80	99.95
P-AM2	The management of fire risk assessments; the percentage re-inspected within timescale (Regulatory Reform (Fire Safety) Order 2005)	99.25	98	99.35	100	94.00	98.15	100	97	97	99.50	98.00	100
H-HSL1	% of Service Charges inc Ground Rent collected from Leaseholders	106	102	100.20	103	48	61	80	98.10	98.10	98	96	99
H-IM1	% of Rent collected (City Wide)	98.17	98.08	97.57	96.75	96.02	96.31	96.29	97.20	97.20	95.45	N/A	N/A
H-IM2	% of Rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)	1.18	1.28	1.87	2.38	2.57	2.60	2.95	2.17	2.17	4.20	N/A	N/A
H-IM3	% Rent arrears of former tenants as a proportion of rent roll	1.12	0.90	0.91	1.45	1.48	1.11	1.20	1.07	1.07	1.48	N/A	N/A
H-HD1	Homes Direct: % of Customers calls answered within 80 seconds	-	70.50	58.50	51.5	60.1	24.40	40.60	23.80	35.90	55	50	60
H-HD2	Homes Direct - % of Customer calls answered	-	93	90.7	88.6	92.1	78.7	85.2	81.4	82.9	85	80	90
H-HD3	Homes Direct: % of calls abandoned	17.20	7.00	9.30	11.40	7.9	21.30	14.80	17.7	15.3	15	20	10
BS-CF1	% of Complaints/members enquiries responded to within timescales	-	-	-	87.68	95.86	91.93	88.36	87.66	90.76	92	87	97
H-NS1	% of Fire Safety Checks completed	100	100	100	100	100	100	100	100	100	99	98	99.5
H-NS3	% of Telecare calls answered within 60 Seconds (SLA)	-	-	97.75	98.64	99.14	99.07	99.85	98.9	99.28	98	95	98.5
H-NS5	% of Out of hours calls answered	-	-	-	93.62	96.94	98.83	98.86	N/A	98.29	85	80	90
H-ASB1	% Satisfied with the way their ASB complaint was dealt with	98.73	96.81	97.92	97.23	100	97.37	96.8	100	98.56	97	95	98
CI-HO2	% Homeless Cases Prevented (SLA)	-	-	-	15.23	5.58	7.78	10.07	10.58	9.02	17	12	22
CI-HO3	% Homeless Cases Relieved (SLA)	-	-	-	26.78	21.21	14.01	12.75	17.99	16.37	33	19	38
CI-HO4	% of Homeless Applicants housed in private sector (SLA)	-	-	-	25.04	27.97	24.07	26	12.73	22.71	31	19	36
CI-LT1	Average time taken to relet properties (once repairs is complete)	-	-	-	10	29	39	33	40	36	10	12	9
CI-LT3	% Rent lost from empty properties	-	-	0.83	1.66	2.04	2.10	1.88	1.71	1.71	0.88	0.92	0.84
P-R1	% Responsive repairs during period for which an appointment was made/kept	95.99	95.58	94.74	94.92	93.72	93.55	93	92.18	92.98	95	90	98
P-R2	% of Planned repairs completed within timescales	83.25	93.67	89.31	90.34	86.12	79.68	90.82	83.76	85.94	90	85	98
P-R3	% Total response repairs completed within target	97.28	98.10	95.99	96.92	92.48	95.83	96.68	94.67	94.66	98	95	99
P-V1	Average time taken to repair voids: In House - Standard (Minor) voids	-	-	9	8	0	-	-	-	0.00	10	11	8
P-V2	Average time taken to repair voids: In House - Major Voids	-	-	38	53	75	84	93	75	83	36	39	29

## Key

	Achieved a stretched "Great" target (purple)
	Achieved target (green)
	Below target but within an acceptable tolerance (amber)
	Off target (pink)

This page is intentionally left blank



Appendix 3: Performance Indicator Data – Core Services detail – Quarter 4 – 2020 - 2021

Key	
	Off target (pink)
	Below target (amber)
	Achieved target (green)
	Stretched target (blue)

	Performance Indicator	Narrative	Even Better If	What Went Well	Rag Rating
<b>Red Indicators (Off Target)</b>					
1.	Average number of working days lost through sickness	<p>Off target for year-end at 8.1 days against a 7 day target (lower is better).</p> <p>There has been an increased number of staff absent due to Covid-19 related absences.</p>	<p>A new Health and Wellbeing strategy has been developed that will formalise some of the work done over the past 12 months.</p> <p>An associated action plan has been developed to support the strategy for the life of the business plan 2019 - 2023</p>	<p>During the pandemic there has been an increased focus on the health and wellbeing of staff – with the provision of wellbeing information, virtual wellbeing functions and the provision of additional support via our counselling providers.</p> <p>Regular wellbeing surveys have been conducted to ensure a continued understanding of staff wellbeing and to identify the support required.</p> <p>Surveys have yielded a good response (over 70%) and of those who responded the majority were satisfied with the support provided. Individuals raising concerns have been contacted via HR.</p>	
2.	Fire risk assessments within timescale (Regulatory Reform (Fire Safety) Order 2005)	The year-end performance is off target at 97% against the 99.5% target.	As an interim solution, additional support is provided via Hydrock, to complete the number of inspections required.	Performance remains at a very high level in terms of both the quality and timeliness of the reports.	

3.	Homes Direct – Percentage of customer calls answered within 80 seconds	<p>Quarter 4 achieved 23.8% with a year-end figure of 35.9% against a 55% target. Although performance has fallen since the start of Covid-19 restrictions,</p> <p>Homes Direct has been the only customer service inlet for the business. Although the total number of calls for the year is fewer than in 2019 - 2020, the large fluctuation throughout the year (where calls significantly reduced during the lockdowns and increased as we came out of lockdown) has been challenging to manage effectively.</p>	<p>A project is planned for Q1 2021, where calls relating to rent collection will be re-routed to the Income Team.</p> <p>The intention is to reduce the waiting times for customers and to enable a greater understanding of other business areas and potential changes to working practices.</p> <p>Learnings from this project will assist with planning resources and information relating the review of the customer end to end journeys.</p>	<p>The HD Team successfully moved to home working at the start of the pandemic.</p> <p>Individual skills development was introduced during October to assist the call flow.</p>	
4.	Percentage of Homeless cases prevented	<p>The indicator remains off target but has shown continued improvement in Quarter 4.</p> <p>The impact of the pandemic has made it increasingly difficult to support homelessness due to the imposed restrictions.</p> <p>In Quarter 4, performance reached 10.58%, against our 17% target, with year-end performance at 9.02%.</p>	Additional funding and resource to allow time for the development of initiatives around prevention.	The team have worked closely with the Lettings Team, City Council staff, and the Private Sector to maintain services throughout the year.	
5.	Percentage of Homeless cases relieved (where the	The indicator is off target, but has improved in Quarter 4, with March's figure at 22.06%.	More social housing needs to be available for us to	The team have worked closely with the Lettings Team, City Council staff, and	

	organisation takes steps to help an applicant secure their own accommodation)	Quarter 4 achieved 17.99% and the year-end figure was 16.37% against our 33% target.  The pandemic has meant there are less properties available for people to move into, due to delays in empty properties being ready and landlords being less willing to work with us.	help our homeless customers.	the Private Sector to maintain services throughout the year.	
6.	The average time taken to re-let properties (once a repair is complete)	The indicator achieved 40 days against the 10 day target in Quarter 4 (lower is better) and 36 days overall for the year.	Multiple viewings will restart in April to help us to work towards a reduction in the number of offers required to let a home.	Temporary staff within the team remain settled since December.  The number of ready to let properties has halved since December 2020.  Twenty voids have been passed to the Strategic Construction Partnership (SCP) team to bring them up to the standard to be added to the temporary accommodation portfolio.	
7.	Percentage of rent lost through empty property	The figure, although over target, has consistently reduced since September 2020 from 2.1% to 1.71% at year-end.			

8.	Percentage of response repairs completed within timescale	Performance dropped in January to 90.37% due to the impact of Lockdown 3. It recovered well for the rest of the Quarter achieving 94.67%, and 94.66% for year-end - just short of the 95% tolerance.	<p>Completion of outstanding work is limited due to the government restrictions and PHE guidance.</p> <p>We have now commenced our next recovery phase, in line with the Company Roadmap expecting the number of pending and appointed service requests to return to the level pre-pandemic.</p>	<p>During a challenging year we have continued to deliver a 24/7 repairs service.</p> <p>Proactive communication has been provided to customers to keep them updated and have continued to take repair reports.</p> <p>Work has been outsourced where necessary to external contractors and support from other areas of the business brought in to lessen the impact on customers.</p>	
9.	The average time taken to repair major works voids	<p>The indicator remains off target, but a considerable improvement is shown in Quarter 4, dropping from 93 days to 75 days.</p> <p>The year-end figure was 83 days against the 36 day target.</p> <p>Covid-19 risk assessments require all voids to be subject to minimum 72-hour isolation period, which adversely effects performance by adding a minimum of 3 days to the process.</p> <p>Key staff have been unavailable due to Covid-19 / shielding and due to working on the Housing First Project</p>	The 72 hour isolation period should reduce or be removed, and availability of materials should improve.	<p>The overall number of voids being worked on has reduced.</p> <p>Void Operatives have supported the Housing First Project and Temporary Accommodation properties to assist the most vulnerable tenants.</p>	

		<p>and Temporary Accommodation.</p> <p>The overall target has been affected by an increased level of vermin and pest infestation being identified during void periods across the city, requiring a successful treatment before works can commence.</p>			
<b>Amber Indicators (below target but within an acceptable tolerance)</b>					
10.	Homes Direct – Percentage of Customer Calls Answered	The Quarter 4 figure dropped slightly to 81.4%, but remained within the 80% tolerance, as did the year-end figure of 82.9%.			
11.	Homes Direct – Percentage of Calls Abandoned	The Quarter 4 figure and year-end figures were off target, but both fell within the 20% tolerance, at 17.7% and 16.1% respectively.			
12.	Percentage of complaints and members enquiries responded to in timescales	Performance remained below the 92% target achieving 87.66% in Quarter 4 and 90.76% for the year-end. The number of MP and Councillor enquiries increased by 22%	Managers take accountability to minimise late responses.	The timescale for responses was reduced in November 2020, down from 15 days to 10 days, which will provide customers with a quicker response and resolution to concerns they have raised.	

		during the year compared to 2019 - 2020.			
13.	Percentage of Homeless Applicants housed in the private sector	<p>Performance has decreased during Quarter 4 with 12.73% of applicants housed in the private sector against the 31% target.</p> <p>The year-end figure remains above the 19% tolerance at 22.71%. ~Work will continue with private rented sectors to bring new landlords on board; however, this does fluctuate with performance dependent upon property availability.</p>	We had more access to affordable and suitable private sector housing.	The team has worked well maintaining the use of some private accommodation during the pandemic.	
14.	Percentage of repairs appointments made and kept	Performance has remained stable throughout the year, not achieving the 95% target, but not dropping below the 90% tolerance. The year-end figure was 92.98%.			
15.	Percentage of planned repairs completed within timescales	<p>Quarter 4 performance has dropped to 83.76%, which is off target.</p> <p>Work was scaled back during Quarter 4 due to the revision in guidance for visiting properties during the latest lockdown. This impacted the year-end performance, but it remained within tolerance at 85.94%.</p>			

**Green (On Target)**

16.	Percentage of service charges collected from Leaseholders	This indicator achieved 98.1% and was on target for year-end (target 98%).	During the new financial year, once restrictions are lifted, proceedings will commence as necessary.	<p>The target has been achieved despite the constraints imposed during lockdown.</p> <p>Work has been undertaken with some leaseholders to facilitate alternative methods of payment. We have had to work with some leaseholders to find them alternate methods of payment.</p>	
17.	Percentage of Rent Collected (City Wide)	Achieved 97.2% for year-end against our 95.45% target.	Once restrictions are lifted, proceedings will commence as necessary.	<p>The level of performance has been achieved in light of the suspended enforcement action under government legislation.</p> <p>There have been high levels of tenant engagement for support.</p> <p>The Winter Hardship grant of £85k and an increase in the Money Smart hardship fund ensured availability of support for customers, ensuring delivery of restorative practice.</p> <p>There has been an increase in Universal Credit claimants by 1700 cases.</p>	

18.	Percentage of Rent Arrears of current tenants as a proportion of the rent roll	At year-end the indicator achieved 2.17% against our 4.2% target (lower is better).			
19.	Percentage of Rent Arrears of former tenants as a proportion of the rent roll	Achieved 1.07% against the 1.48% target (lower is better).	All customers leaving a WH tenancy left a clear rent account balance.	All procedures for collection and write off were operated within targets set.	
<b>Purple (achieved a stretched “Great” target)</b>					
20.	Percentage of valid gas safety records for tenanted properties	<p>At the end of Quarter 4, there were two properties incomplete due to both tenants being shielded. One of these was completed successfully in early April and therefore, the Quarter 4 and year-end performance was 99.98% against our 99.90% target.</p> <p>Please note that the year-end figure has been amended to reflect the new HouseMark / White Paper Indicator. This is the current position rather than averaged throughout the year. The monthly figures remain the same.</p>	<p>The legal process is slow, and a fast track injunction is needed.</p> <p>This has been discussed this with CWC legal team and will try to explore use of the Environmental Protection Act.</p>	<p>The service programme continued through the first lockdown; all tenants were contacted prior to service visits to check their household Covid-19 status.</p> <p>Action for those extremely clinically vulnerable tenants was deferred until shielding concluded on 31 March 2021. when the backlog was addressed.</p> <p>Learnings were taken and through the second lockdown we used the LTF testing for visiting engineers.</p>	
21.	Percentage of Fire Safety Checks completed	Great target achieved. Year-end figure of 100% against a 99% target.	Working more closely with Tenancy Managers and Tenancy Officers to identify and respond to any tenancy issues more promptly and	The use of Microsoft Teams has improved the way of working and recording issues.	



			efficiently, ensuring neighbourhoods and communities are clean, safe and secure.		
22.	Percentage of Telecare calls answered within 60 seconds	The great, extended performance target has been achieved at year-end for this indicator, achieving 99.28% against the 98% target.	The performance target will be reviewed to ensure top level performance is maintained for the coming year.	The team has faced some significant challenges due to staff absences as a result of the Covid-19 pandemic.	
23.	Percentage of out of hours calls answered	The extended performance target has been achieved at year-end for this indicator.  The year-end figure was 98.29% against the 90% target.  The figure for March is currently unavailable, but no issues were encountered, which would impact negatively on the Quarter 4 or year-end figures.			
24.	Percentage satisfied with the way their ASB (Anti-Social Behaviour) complaint was dealt with	"Great" target achieved at 98.56% against the 98% target.	More proactive work is undertaken, particularly in 'hot spot' areas, to try to reduce incidents of ASB. Work will take place with CWC via the 'place-based' project. This work has been delayed due to the impact of Covid-19 and should resume later this year.	There has been an unprecedented demand on the service with an increase of over 30% in reports of ASB (when compared to the same period in 2019-2020).	

25.	Average time taken to repair voids	In house standard voids – The target was met with zero days against a target of 10 days (lower is better). Only 3 voids came under this category in April and May 2021, as all voids after that were classed as major voids due to the need for a Covid-19 risk assessment.			
<b>Suspended Indicators</b>					
26.	Estate Inspections	Have been deferred for this period due to the implications of social distancing and customers who are self-isolating. Contact has continued to customers through other means.			
27.	Customer satisfaction with the repairs service	Due to the suspension of routine repairs during the pandemic, this was put on hold. Performance against this statistic will be reviewed in line with the requirements of the Social Housing White Paper.			
28.	The number of repairs requested on-line (as a percentage of all requests)	The self-service system was switched off during Quarter 1 to ensure all emergency requests were identified and responded to. The service is now being reviewed as part of the Magnus Project, which includes priority areas for improvement across the repairs systems and processes.			

# Board Report

	<b>Agenda Item 8</b>
	<b>11 June 2021</b> <b>People Development</b> <b>Annual Update 2020 - 2021</b>
	<b>Open Report</b>
<b>Status:</b>	For information
<b>Author and job title:</b>	Sarah Butcher, Head of Organisational Development and Employee Engagement
<b>Contact No:</b>	07890 397694
<b>Recommendations:</b>	<b>Board Members are asked to note:</b> <ol style="list-style-type: none"> <li><b>1. the content of the report</b></li> <li><b>2. how the activity on the people development agenda directly supports the Organisational Development strategy and Wolverhampton Homes' business plan</b></li> </ol>
<b>Key risks and contentious issues:</b>	<p>Wolverhampton Homes customers and their family members are at risk of not being competitive in the current job market due to low attainment levels and poor employability skills. This subsequently could have a negative impact on income to Wolverhampton Homes.</p> <p>Failing to prepare and / or support tenants through welfare changes; leaving tenants without the necessary skills to manage effectively.</p> <p>Failure to create a company where organisational development supports the skills required to achieve the key objectives of the Business Plan.</p> <p>Failure to deliver a robust apprenticeship programme could leave future skills gaps within the organisation and fails to</p>

	contribute to the city-wide objective of creating sustainable employment opportunities for young people.
--	--

## **Management Summary**

### **1.0 Purpose**

1.1 This report provides a progress update to Board members for the year 2020 - 2021 on people development, training and employability and opportunities provided for employees and customers as part of the Organisational Development (OD) Strategy (2020 - 2023), which was agreed at the Board meeting held on 24 April 2020.

### **2.0 Background**

2.1 Over the last 12 months, the Learning and Organisational Development (L&OD) team has continued to work in line with objectives of the Wolverhampton City Strategy 2011 - 2026, to develop a City where there are high levels of employment and opportunities for all types of learning throughout life.

2.2 Additionally, the OD Strategy has provided the direction and agenda for people development activities for the last 12 months, identifying the focus and actions required to effect the Business Plan 2019 – 2023. The aim being to develop and grow WH staff and Board members to meet current and future skills requirements.

2.3 This report is split into the following areas:

- Employability and Click Start
- Learning & organisational development
- Strategic construction partnership
- Apprenticeship scheme and the Levy
- Graduate development programme

### **3.0 Employability and Click Start**

#### **3.1 Employability**

3.1.1 Wolverhampton Homes supports customers and City residents into provision (employment, training, volunteering, and work experience).

3.1.2 Employment Coaches provide a bespoke service and have supported people who are some distance away from being ready for the job market, thus requiring more intense 1:1 support.

3.1.3 Total figures up to 31 March 2021 from the Black Country Impact Team at CWC are:

- Engagements 3,288
- Interventions completed 2,460
- Positive outcomes 1,695

(Outcome includes employment, education, apprenticeship, traineeship, gaining qualification and self-employment).

3.1.4 Despite a challenging 12 months due to the impact of the Covid-19 pandemic and lockdown restrictions, two employment coaches have exceeded targets (as detailed below at table 1), as well as moving to a new way of working more collaboratively with the Wolves@Work team at the City of Wolverhampton Council (CWC).

**Table 1:** Actual vs target performance for two Employment Coaches - April 2020 - March 2021

Quarter	Q1		Q2		Q3		Q4		2020 - 2021	
Target / Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Engaged	15	19	30	54	30	35	30	39	105	147
Into provision	10	9	20	50	20	34	20	40	70	133
<b>Total</b>									<b>175</b>	<b>280</b>

## 3.2 Click Start

3.2.1 Black Country Click Start is a project fully funded by The Lottery Community Fund and the European Social Fund. The project aim is to help participants tackle any digital and financial barriers they face to gaining and sustaining employment and accessing education and training.

The objectives of the project are participants have / are:

- increased skills and confidence to use the internet
- improved access to employment, training, and volunteer opportunities
- increased skills and ability to manage and save money
- able to communicate and connect with others

3.2.2 The last 12 months have been particularly challenging for the Click Start team as their delivery model prior to the pandemic was face-to-face due to participants facing digital barriers. The project did move to a digital delivery model after the first lockdown; however, this was not a success with every participant.

3.2.3 Over the last financial year, the Click Start team have enrolled 54 participants onto the programme (against a target of 108).

3.2.4 Despite the challenges, the Project Manager at Walsall Housing Group (WHG) has confirmed that WH Performance to Date (PTD) remains acceptable to the Lottery, with a current RAG rating status of amber. The PTD is at 81% with an actual of 345 (against a target of 428).

3.2.5 Confirmation was received in April 2020 that there would be an extension of the project until September 2022.

3.2.6 On 20 April 2021, confirmation from WHG that the Lottery has notified of a further 9 months extension to the project. WHG are currently awaiting confirmation of the finer details of this extension such as KPI's and deliverables.

#### **4.0 Learning and organisational development**

4.1 The OD Strategy was agreed at the Board meeting held on 24 April 2020. The eight key OD priorities and associated work packages have formed the action plan that the L&OD team have been working towards delivering during the last 12 months.

4.2 The eight key OD priorities are to:

- be an employer of choice
- develop a high performing organisation with high performing teams
- develop the capability and capacity of Board, leaders, and managers
- enhance workforce systems, processes, and information
- maximise the workforce talent and potential
- improve the health, safety, and well-being of the workforce
- shape the organisational culture and engage people
- be a truly customer-centric organisation

#### **4.3 My Learning Hub**

My Learning Hub (MLH) is the bespoke learning management system (LMS) implemented in July 2020. The proactive launch was complemented with regular releases of new content and Yammer posts to promote engagement. WH have also now launched two mandatory eLearning courses (Tenancy Fraud Awareness and Managing Risk) to all WH staff, as well as launching the first four sections of the new equality, diversity and inclusion training called 'No Offence'.

Login activity has steadily increased over Q3 and Q4 over the period 2020 - 2021. The login activity and top viewed content for Q4 can be found appended to this report.

#### **4.4 Webinars**

During and shortly after the first lockdown, WH delivered a variety of webinars and virtual training events. Initially these were focused on healthy homeworking and mental health and wellbeing, as the company transitioned to working from home and interacting with colleagues and customers remotely.

During the summer, the focus of these webinars turned more to some essential business skills such as managing meetings, the art of giving feedback, and time management for example.

Towards the end of Q3 and early Q4 this moved to more virtual training sessions focusing on supporting managers to recognise and support their team members with their mental health as WH headed into lockdown 3. WH also piloted a new Personal Safety course, which was delivered virtually via Zoom.

In total, the team delivered 1,099 hours of continuous professional development in the form of webinar and virtual training events.

#### **4.5 Leadership development**

The proposal for leadership development sessions for Senior Management and Senior Leadership teams were agreed in Q3 and delivery began in October 2020 with SMT completing their Leadership skills self-assessment.

In November, SMT were introduced to their Insights Discovery Personal Profile and the power of using Insights Discovery to make and improve connections. They also began a development programme based on the principles of emotional intelligence called Mindset to Growth.

The Heads of Service have also commenced their leadership development; with the Mindset to Growth programme and are currently part way through being introduced to their Insights Discovery Personal Profiles.

It is planned to continue this development using these tools to help individuals develop their personal development plans (PDPs).

#### **4.6 Board development**

Board members completed their individual self-assessments against the Board Competency Framework during Q3 and have received their results during subsequent one-to-one meetings.

The team are preparing a forward-looking development plan for Board members which will focus on four areas: leadership, governance, finance and strategy.

#### **4.7 Mentoring and equality, diversity, and inclusion**

##### **4.7.1 Mentoring**

WH launched a newly refreshed and revised Mentoring Programme on 01 March 2021 to support professional and career development.

The mentoring programme provides the opportunity for either a traditional mentor to mentee relationship, as well as a reciprocal relationships. Reciprocal mentoring provides opportunities for individuals from under-represented groups (such as Black, Asian, Minority Ethnic groups, LGBTQ and Disability) to work as equal partners with senior leaders in a relationship where knowledge and understanding of both sides of lived experiences creates awareness, insights and action that directly contributes towards the creation of a more equitable and inclusive organisation.

To date, seventeen expressions of interest have been received, which has led to eight full applications to date. All participants accepted onto the Mentoring programme will complete their Insights Discovery Personal Profile to support the matching process and to aid their personal development and help them to build a strong and successful mentoring relationship.

#### **4.8 Equality, diversity, and inclusion**



Work has been undertaken with colleagues in the equality, diversity, and inclusion (EDI) and OD teams at CWC to design and create new EDI training, which is up to date and relevant for both WH and CWC. This training is called 'No Offence'.

WH have complemented this by creating a 'No Offence' learning pathway in My Learning Hub. This pathway focuses on creating a positive working environment that treats all colleagues with respect and courtesy. It explores the benefits of inclusivity and the importance of embracing difference in the workplace. The pathway brings together a variety of different types of content to allow the learner to experience learning from different sources such as video, lived experiences, eLearning, and animation, as well as discussion, and group activities.

The overall aim of this pathway is that everyone understands the role that they play in ensuring that respect for each other is lived, breathed, and displayed in behaviours simply as 'the way things are' at WH.

#### **4.9 Other training**

##### **4.9.1 External training**

All training was temporarily stopped during the first lockdown. As restrictions were eased after lockdown 1, the team have worked hard to make up the position, particularly in the areas of Health and Safety and compliance related training. This is now back on track and has not been impacted in the same way during the third lockdown as the business had already altered to new ways of working.

##### **4.9.2 iPads and Agresso**

The L&OD team have worked closely with the Systems Development team to design and deliver training to trade colleagues to enable them to better use their iPads and to contribute to Project Magnus improvements to the business. Training was delivered to 158 Trades colleagues during March 2021, with an attendance rate of 80.6%. This training was delivered via Microsoft Teams or socially distanced (face-to-face) depending on the confidence of the individuals in using their iPads. There are more phases of this training to come during the current financial year to ensure all trades staff have attended.

#### **5.0 Strategic Construction Partnership (SCP)**

5.1 The L&OD team are also responsible for working with Wates Living Space and United Living in relation to their employment and training aspirations. Previously, WH has been involved in events such as careers fairs, mock interviews, and work experience with SCP partners.

5.2 The events of the last 12 months have meant that events such as these have not been possible. Contact has been maintained with SCP partners to successfully secure an interview for a client of one of the Employment Coaches to a KickStart opportunity with United Living.

## **6.0 Apprenticeship scheme and the Levy**

- 6.1 The 2017 cohort of apprentices have successfully completed their improver year and secured permanent roles within WH.
- 6.2 There are two electrical apprentices and one plastering apprentice due to complete their apprenticeship qualification in 2021.
- 6.3 Of the three office apprentices recruited in September 2019, one is about to go through the gateway and apply for a date for their end point assessment (EPA), whilst two have successfully completed their EPAs, being awarded distinctions in all categories.
- 6.4 Board members approved recruitment of seven trade apprentices in September 2020. The recruitment campaign ran during November 2020 and received over 150 applications. Three new apprentices were recruited and began their journey with WH in March 2021.
- 6.5 Consideration is being given as to how best to recruit and select new apprentices for future cohorts as the standard recruitment process that were followed in 2020 - 2021 has its challenges.
- 6.6 WH has made use of the apprenticeship levy to fund the training costs of these apprentices and two existing members of staff who are completing apprenticeship qualifications as a requirement of their role.

## **7.0 Graduate development programme**

- 7.1 In 2018, WH joined CWC in employing a graduate through the National Graduate Development Programme (NGDP). The graduate has been supporting, and continues to support, the Housing Options directorate.
- 7.2 The graduate has completed the NGDP. They have indicated a desire to secure permanent employment with WH and it is hoped that they secure a suitable role through the service redesign.

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

- 8.1 Where learning interventions need to be bespoke to WH, the teamwork with subject matter experts (SMEs) to create and deliver these interventions.
- 8.2 Where it can be delivered remotely or digitally, or using a blended approach, training, and development, it is organised to reduce time out of the business, travel time and cost.
- 8.3 Where the need is more generic (e.g. leadership and management development) or needed to be accredited (e.g. Asbestos task and finish) it is intended to seek to engage with training providers that are based in or around Wolverhampton, wherever possible.

## **9.0 Legal and regulatory implications**

- 9.1 Wolverhampton Homes works in accordance with the European Social Fund / Lottery guidelines for Click Start.

## **10.0 Human resources implications**

10.1 To embed the business partner approach outlined previously, and to design and deliver the learning interventions needed to deliver the OD Strategy, the L&OD team will require additional skills.

## **11.0 Health and safety implications**

11.1 All activities have had health and safety consideration. Risk assessments are in place where required.

## **12.0 Equalities implications**

12.1 Equality statistics are gathered for all programmes and the L&OD team works closely with the EDI team at CWC and community partners to address any under representation.

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

13.1 Local residents are benefitting from investment in skills leading to better employment prospects.

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

14.1 The activities of the L&OD team raise the profile of the organisation as an employer of choice and enhance WH's reputation as an employment provider.

14.2 Equipping customers with further skills and training promotes job prospects. This in turn allows customers to be better able to maintain their tenancies and be prepared for changes to welfare.

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

15.1 The provision of best-in-class and fit-for-purpose people development opportunities will have a positive impact on the relationships with the company's suppliers, customers and others through improved skills and competencies shown by the workforce.

## **16.0 Impact of Covid-19**

16.1 The impact of the Covid-19 pandemic will be felt in all countries and in all sectors for years to come. The pandemic and subsequent national lockdowns have meant that WH has had to work to a different operating model during the height of the crisis to keep business-critical services operating, whilst keeping the workforce and customers safe.

16.2 New ways of working will lead to the company operating in different ways in the future and L&OD are reviewing what that means for the workforce, which will enable WH to take a forward planning approach to people development in the future.

16.3 Covid-19 has given the opportunity to new ways of working being developed for future success, to ensure that efforts are well co-ordinated, whilst maximising WH utilisation of

the apprenticeship levy and supporting the people of the City of Wolverhampton into fulfilling careers, and raising the profile of the Housing sector as a great place to work.

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

17.1 There is no impact on the Wolverhampton Homes' Management System identified within this report.

## **18.0 List of Appendices**

18.1 Appendix 1: My Learning Hub login and activity statistics for Q4, 2020 - 2021

# Appendix 1: My Learning Hub login and activity statistics for Q4, 2020 - 2021

## Jan



	Content title	Total
	<a href="#">My Learning Hub - Quick tips</a>	75
	<a href="#">One-to-ones</a>	40
	<a href="#">My learning Hub - Video demo and quick tips</a>	19
	<a href="#">One-to-one form</a>	14
	<a href="#">Completing a personal SWOT analysis</a>	12
	<a href="#">Bullying and harassment - Is it okay?</a>	12
	<a href="#">Agresso - Video tutorials</a>	11
	<a href="#">One-to-ones - Guidance for team members</a>	8
	<a href="#">Mental health - Address your stress</a>	7
	<a href="#">My learning Hub - iPad tutorial</a>	7

## Feb



	Content title	Total
	<a href="#">My Learning Hub - Quick tips</a>	172
	<a href="#">One-to-ones</a>	38
	<a href="#">LGBT History month 2021</a>	15
	<a href="#">Personal development plan - Template</a>	12
	<a href="#">Building rapport</a>	12
	<a href="#">Bullying and harassment - Is it okay?</a>	12
	<a href="#">One-to-one form</a>	11
	<a href="#">My learning Hub - iPad tutorial</a>	11
	<a href="#">One-to-ones - Guidance for team members</a>	8
	<a href="#">Completing a personal SWOT analysis</a>	7

## Mar



	Content title	Total
	<a href="#">My Learning Hub - Quick tips</a>	174
	<a href="#">My learning Hub - iPad tutorial</a>	43
	<a href="#">Agresso - Video tutorials</a>	34
	<a href="#">One-to-ones</a>	34
	<a href="#">Coaching and mentoring policy</a>	20
	<a href="#">iPad Information</a>	16
	<a href="#">One-to-one form</a>	13
	<a href="#">Completing a personal SWOT analysis</a>	12
	<a href="#">Mentee application form</a>	12
	<a href="#">Microsoft Planner - Full demo</a>	12

This page is intentionally left blank