



Wolverhampton Homes

Open Board Meeting

5 July 2019

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes
Venue WV Active Aldersley, Aldersley Road, Wolverhampton, WV6 9NW

Membership

Angela Davies
Kevin Fearon
Steve Finegan
Peter Knight
Joy McLaren
Linda Middleton
Councillor Lynne Moran
Councillor Rita Potter
Councillor Zee Russell
Councillor Paul Singh
Mark Ward

Information

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

Contact Maya Dhanda
Tel/Email 07881358595 maya.dhanda@wolverhamptonhomes.org.uk
Address Wolverhampton Homes, 29 Market Street,
Wolverhampton WV1 3AG

Copies of other agendas and reports are available from:

Website <https://wolverhamptonintranet.moderngov.co.uk>
Email maya.dhanda@wolverhamptonhomes.org.uk
Tel 07881358595

Agenda

- | <i>Item No.</i> | <i>Title</i> |
|-----------------|--|
| 1 | Apologies |
| 2 | Declarations of interest |
| 3 | External Audit Findings Report (Draft) - Neil Preece, External Audit, Grant Thornton UK LLP |
| 4 | Minutes of previous meeting - 24 May 2019 (Pages 3 - 10) |
| 5 | Matters arising |

FOR DECISION

- | | |
|---|--|
| 6 | Board and Committee - Proposed Structure Changes - Nicky Devey, Head of Business Services (Pages 11 - 14) |
| 7 | Modern Slavery Statement Report - Tina Wood, Head of People Services (Pages 15 - 22) |

FOR INFORMATION

- | | |
|----|--|
| 8 | Health, Safety and Wellbeing Report - Six Monthly update - Tim Munro, Interim Health and Safety Lead, CWC (Pages 23 - 36) |
| 9 | Employment Monitoring profiles - Emma Rolinson, HR Operations Manager (Pages 37 - 60) |
| 10 | ICT Development Programme - Eamonn McGirr, Head of Business Improvement (Pages 61 - 68) |

M INUTES



Meeting: OPEN BOARD MEETING
Date: FRIDAY 24 MAY 2019
Venue: WV ACTIVE, ALDERSLEY ROAD, WOLVERHAMPTON, WV6 9NW
Time: 9:30 AM

MEMBERS IN ATTENDANCE: -

Angela Davies - Interim Chair
Joy McLaren
Linda Middleton
Mark Ward
Peter Knight
Councillor Rita Potter
Councillor Paul Singh
Councillor Zareena Russell

STAFF IN ATTENDANCE: -

Shaun Aldis - Chief Executive
Jan Lycett - Director of Business Support
Darren Baggs - Assistant Director – Housing
Kevin Manning - Assistant Director – Property
Angela Barnes - Assistant Director – Housing Options
Nicky Devey - Head of Business Services
Catherine Stewardson - Business Assurance Manager
Maya Dhanda - Governance Officer
Linda Boys - Community Development Manager - Community
Development Report
Simon Bamfield - Head of Commercial Services and Stock
Investment - Infrastructure Programme Report

OBSERVERS

Melissa Green - Client Relationship Manager – CWC
Mrs Baynam - Tenant

1.0	<p>Apologies</p> <p>Apologies were received from Kevin Fearon, Steve Finegan and Councillor Lynne Moran.</p>	
2.0	<p>Declaration of Interest</p> <p>Tenant related issues – Angela Davies, Joy McLaren, Mark Ward and Linda Middleton</p> <p>Noted with interest, allowed to remain and join in the debate.</p>	
3.0	<p>Minutes of the previous meeting – 1 March 2019</p> <p>Correction to apologies; it was noted Linda Middleton was not in attendance, however was in attendance.</p> <p>Action: MD to rectify Minutes of the previous meeting – 1 March 2019.</p> <p>The minutes of the previous meeting – 1 March 2019 were agreed as a true record of the meeting subject to the above change.</p>	MD
4.0	<p>Matters arising</p> <p>No matters arising.</p>	
5.0	<p>Risk Management Plan – For Decision</p> <p>Jan Lycett presented this item.</p> <p>WH have fully refreshed the Corporate Risk Register, which links in to the three core drivers of the Business Plan, with seven overarching risk categories. This document will be regularly reviewed in Audit and Service Delivery Committee and as a standing agenda item at Senior Management Team meetings, with a renewed approach on Business Assurance linking in to operational risk logs.</p> <p>WH will provide assurance to Board via reports on compliance against the Risk Management approach to include progress in particular work streams within the wider programme.</p> <p>It was confirmed in regard to the wider work streams, the Chief Executive attends the Strategic ‘Better Homes’ Board, as part of the delivery of a substantial capital programme on behalf of the City.</p> <p>Board members noted Appendix 1 – Corporate Risk Register.</p> <p>Board member requested that the Directorate Lead officer names were detailed on the corporate risk register template.</p>	

	<p>Action: Directorate Lead officer name to be included onto Corporate Risk Register.</p> <p>Board recognised the positive approach of streamlining the number of risks, noting that the services delivered through shared service agreements via CWC and these can bring additional risks to WH in response, it was confirmed that quarterly meetings are held between the Chief Executive and Managing Director, CWC where high level items are discussed in a proactive and positive way.</p> <p>Resolved: Board:</p> <ol style="list-style-type: none"> 1) Noted the contents of this report. 2) Agreed the revised Corporate Risk Register detailed at Appendix 1. 	JL
6.0	<p>Community Development Report – For Decision</p> <p>Linda Boys, Community Development Manager presented this item in place of the report author, Oliver Herrmann.</p> <p>Linking in with the 4year Business Plan 2019 – 2023 there is a commitment by WH to renew and re-energise our tenant engagement processes and functions to enhance community and customer focus.</p> <p>Following on from the publication of the Green paper WH has responded to and listened to the internal and external feedback, which has resulted in the review of previous tenant engagement functions.</p> <p>Informal discussions with all sections of WH business including staff networks have helped shape the strategy with an enhanced focus on tenant feedback and their expectations, which offers the opportunity of a two-way learning relationship.</p> <p>The Community Development Strategy reaffirms the following elements:</p> <ol style="list-style-type: none"> 1) To increase the number and diversity of tenants / residents – undertaking further analysis on age, ethnicity, disability, gender; testing to target different engagement aspects, looking at market research and what does / does not work with our tenants to improve further on things that do work. 2) Introduce new innovations within Community Development and Corporate Responsibilities at ‘Get Togethers’ to drive community cohesion. 3) Developing key relationships with partners e.g. CWC, Voluntary Sector, Federations, Police, NHS and Health and Social Care to develop a coherent approach. 	

	<p>The ‘Giving Something Back’ funding stream of £70,000 per annum will be available within identified hot spot areas and WH will identify and support a community plan of action to aim to socially regenerate the area by providing opportunities for the people to use their skills to become self-supporting and linked to employability.</p> <p>Board discussed the tenant deal and engagement and how consideration is being given for refreshing this in line with the movement from the National Federation Association (NFA) to develop a charter, and how this can be developed into new ways of working.</p> <p>Board were also advised of how WH are continuing to use the existing Community Hubs and Libraries to ensure staff are providing better visibility and accessibility out in the community.</p> <p>It was noted the importance of the need to support the community to be resilient and self-sustaining by building confidence around their skill base. There is also wider opportunity to enhance the work with Councillors on small award budgets, and to draw in additional funding to link this in with activity such as volunteering with the elderly and those who are isolated.</p> <p>Work also continues with Adult Social Care, CWC around prevention and intervention strategies in regard to isolation and its effects on mental health.</p> <p>Board reflected on how well constructed this report was and thanked Linda Boys on her presentation to the Board.</p> <p>Action: Strategy to be reviewed to ensure specific reference to inclusion of the older population.</p> <p>Action: Councillor Zareena Russell would like to be a Board Champion going forward.</p> <p>Resolved: Board members approved the Community Development Strategy.</p>	<p>LB</p> <p>LB</p>
<p>7.0</p>	<p>Review of new policies: Unreasonable Complainant Behaviour Policy & Complaints Policy – For Decision</p> <p>Nicky Devey presented this item in absence of the report author Fiona Capel.</p> <p>A review was undertaken to ensure WH provide a consistent, comprehensive and timely complaints process, which has resulted in a review of the complaints policy and the development of an unreasonable complainant behaviour policy.</p>	

	<p>These policies incorporate the opportunity to learn from customer feedback and aim to maximise the opportunity for implementing a first, right time approach.</p> <p>It is intended, subject to Board approval that the implementation of both policies would be subject to a 6-month review period to allow consideration of customer and service lead feedback. An equality impact assessment would also be completed.</p> <p>Board discussed the total number of current cases that could classed as unreasonable complaints. This was confirmed as minimal numbers circa 6 currently and linked to different areas of dissatisfaction for example, Right To Buy (RTB) and Anti-Social Behaviour (ASB).</p> <p>Resolved: Board members agreed:</p> <p>1. The Complaints Policy and the Unreasonable Complainant Behaviour Policy to be implemented with a 6-month review to be undertaken.</p>	
<p>8.0</p>	<p>Infrastructure Programme and the Outcome of the Evaluation of Fire Safety Suppression Systems – For Information</p> <p>Simon Bamfield presented the report, which detailed progress on the high-rise tower block infrastructure programme the report also provided important details relating to the fire suppression systems (sprinklers) that will be retro-fitted into the high-rise tower blocks.</p> <p>The report gave background information and details regarding the current programme and progress to date. Section 3.5 outlined the key future phases of the programme including the anticipated scope and specification of the proposed works.</p> <p>Section 4 of the report gave important detailed information on the proposed retro-fitting proposals for the installation of sprinkler systems in these blocks. It was confirmed that all sprinkler systems to the City’s tower-blocks would be designed to comply with BS 9251:2014 Fire Sprinkler Systems for Domestic and Residential Occupancies – Code of Practice. The sprinklers would be designed to meet the most current stringent standard Category 3: (as defined by table 1: BS 9251:2014). Section 4.2 of the report also confirmed the areas that the sprinklers would cover.</p> <p>The financial section confirmed that the current provisional capital budget for the Infrastructure Project is £28.8m with an additional £19.2m having been set aside to install sprinklers. WH will need to review this on an annual basis. WH continue to review and manage costs as per the individual project, as costs to site will vary.</p>	

	<p>There was a Board discussion on Leaseholder charges, where properties are sold on, and where the new owner incurs the remaining balance of charges.</p> <p>Action: Simon Bamfield to provide Leaseholder details on costings for Councillor Paul Singh when available.</p> <p>Board recognised the positive approach of streamlining the number of risks, noting that the services delivered through shared service agreements via CWC can bring additional risks to WH. In response, it was confirmed that quarterly meetings are held between the Chief Executive and Managing Director, CWC where high level items are discussed in a proactive and positive way.</p> <p>Resolved: Board members welcomed the report and noted the progress with the delivery of the “Infrastructure Programme and the outcome of the evaluation of the fire safety suppression systems.”</p>	SB
9.0	<p>Annual People Development Update – For Information</p> <p>Jan Lycett presented this item, in the absence of the report author Oliver Herrmann.</p> <p><u>LEAP Programme:</u> WH have supported 250 tenants and Leaseholders through this initiative, which has resulted in some individuals moving to employment within WH.</p> <p><u>Click Start:</u> There has been engagement with over 200 tenants where they have been provided with the opportunity to develop their digital skills. Funding is coming to an end and WH would like to attain further funding in order to continue delivery of this work stream.</p> <p><u>Looked After Children:</u> WH have worked alongside CWC Social Care colleagues supporting individuals to move on independently into apprenticeship schemes providing a range of employment options. This work underpins the social value that WH want to deliver for those young people to support them in their journey.</p> <p>The report provides details on new skills, education and job fairs, extended to on-site experience. Currently WH continue to support five looked after children.</p> <p>There was a Board member discussion around how the work of WH in this area incorporates all diversities and offers support around cultural needs. This extends around the delivery of housekeeping sessions;</p>	

	<p>support on cultural cooking classes through to other wider support from The Way and community café's such as the Big Venture.</p> <p>Resolved: Board members noted the report.</p>	
10.0	<p>Revenue Monitoring for the Outturn 2018 - 2019 – For Information</p> <p>Jan Lycett presented this item. Financially, there are no overspends to report, and monies have been added to reserves due to expected areas of spend not happening within the financial year.</p> <p>Action: Medium Term Financial Strategy will be presented to the next Board meeting.</p> <p>Resolved: Board noted the revenue outturn position for the financial year 2018 - 2019.</p>	JL
	<p>A.O.B</p> <p>The Chief Executive announced to Board the sad news of the loss of Mark Darmody, Health and Safety Lead, and gave tribute to Mark who was a fantastic colleague to all, with thoughts and prayers to his family and friends at this difficult time.</p>	

This page is intentionally left blank

Board Report

	Agenda Item 6
	5 July 2019 Board and Committee – Proposed Structure Changes
	Open Report
Status:	For Decision
Author and job title:	Nicky Devey, Head of Business Services
Contact No:	07773 192830
Recommendations:	<p>Board members are asked to note the content of the report and to make an in principle decision to approve:</p> <p>The proposed Governance Structure that is formed of:</p> <ul style="list-style-type: none"> • Board • Business Assurance Committee • Communities and Service Delivery Committee
Key risks and contentious issues:	<p>It is imperative that the Board and Committees of Wolverhampton Homes are structured to ensure Board Members are able to discharge their leadership responsibilities; make effective strategic decisions and to hold Senior Management to account for the operational delivery of Wolverhampton Homes business.</p> <p>The Board must provide adequate assurance to its shareholder and wider stakeholder groups that it is effective in its operation.</p>

Management Summary

1.0 Purpose

- 1.1 This report presents the outline proposals for the future Board and Committee structure. These will provide the governance framework for the company and it is intended that the final proposals will be brought to the September Board meeting for approval with implementation thereafter.

2.0 Background

- 2.1 Wolverhampton Homes has in place a new 4-year Business Plan 2019 – 2023 detailing its key strategic objectives and service delivery priorities. This plan was developed to take account of the primary issues identified within the recent social housing green paper and those likely to feature through the extension of the regulatory framework for social housing.

- 2.2 Within that plan service delivery centred around the following themes:

- Enhanced community and customer focus.
- Providing safe and secure homes.
- Supporting people to sustain their tenancies and homes.

- 2.3 There needs to be an increased focus on tenant scrutiny; ensuring the customer voice is heard and compliance with the consumer standards. The future regulatory framework is also likely to require additional business assurance steps to be introduced, similar to those that registered providers report to.

- 2.4 It is imperative that Wolverhampton Homes have strengthened governance arrangements in place to support these central requirements.

3.0 Proposed future governance framework

- 3.1 Following initial discussion at the Board Strategy Away Day event in May, the proposed Governance structure would comprise of Board and two committees where the following range of activities would be delivered:

- Board -
Continued focus on the strategic direction of the company incorporating Medium Term Financial planning; Transformation plans; strategic Human Resources issues such as restructures; revised business plans or business cases for change.
Board would establish and agree the overarching Business Assurance framework; strategic Health and Safety policy; internal and external audit requirements.
Board would continue to agree annual delivery plans and associated operational service plans.
The Board would continue to be ultimately responsible for compliance with all relevant legislation as an employer; provider of services and in line with its responsibilities to report to CWC, Companies House and to all relevant regulatory agencies.

- Communities and Service Delivery Committee –
Covering Service Performance, Customer Feedback and Satisfaction, Tenant Scrutiny, Community Development and Community Cohesion.
The Committee would oversee the delivery of the Community Development strategy and the implementation of the forthcoming tenant and leaseholder deals; consider customer feedback and ensure it supports operational service design and the delivery of service improvements such as the Estate Custodian approach.
The Committee would also consider operational service performance information and support the #GoodtoGreat journey and enhance customer satisfaction.

- Business Assurance Committee –
Including Internal Audit, External Audit, Compliance and the Regulatory framework (built environment / business environment), Transformational change and Value For Money.
The Committee would focus on the scrutiny of our approach to risk management and business continuity planning; oversee progress against compliance or improvement action plans arising from performance reviews, Health and Safety, Internal Audit or other external assessment outcomes.
Retain a focus on preparing for regulatory changes and compliance against the current Consumer Standards.

- 3.2 When required, additional confidential matters can be added to any of the above agendas to support the effective and timely decision making needed across a range of operational work streams.
- 3.3 The annual plan of meetings would be based on a schedule for the Board and the two Committees to each meet 4 times each year.
- 3.4 It is intended that the Board can instruct a Committee to consider a specific matter or area of business and likewise the Committees are expected to report back to Board on their activity and outcomes.
- 3.5 It is also intended that membership of each Committee would be for 6 Board Members – 2 from each member group and where practicable be aligned to areas of particular interest or expertise.

4.0 Financial and value for money implications

- 4.1 There are no proposals within this report that have immediate financial and value and financial implications.

5.0 Legal implications

- 5.1 The proposed governance framework is supported by the underpinning Articles of Association. These proposals would still ensure that the Board of Wolverhampton Homes operates within the companies Governance requirements and meets its legal obligations.

6.0 Human resources implications

- 6.1 There are no immediate implications within this report and the proposed new framework can be supported by the current staffing arrangements.
- 6.2 It is intended that members of the Senior Leadership Team will start to take greater ownership in the drafting and presenting of reports to Committees. This will start to enhance skills and capabilities across this key management tier.

7.0 Health and safety implications

- 7.1 There are no immediate Health and Safety implications as a result of this report. However, Board Members have significant responsibilities for H&S both as an employer and through the operational delivery of services. This framework would support the effective discharge of those responsibilities.

8.0 Long term consequences for the company

- 8.1 This will enable a planned and consistent approach to ensuring business decisions are presented and considered appropriately and in a timely manner by the relevant Board or Committee.
- 8.2 It is obviously beneficial to consider new approaches given the changing operating environment and so WH can continue to support the City of Wolverhampton Council in the delivery of its strategic aims.

9.0 Impact on business relationships with suppliers, customers and others

- 9.1 This will offer further assurance to all stakeholders and support an improved approach to the delivery of key business decisions. It will strengthen the involvement of customer feedback into how services are delivered and provide additional ways in which services can be effectively scrutinised.
- 9.2 It is intended that additional consultation on the proposed changes will be undertaken before the matter is brought back to Board for approval in September.

Board Report

	Agenda Item 7
	5 July 2019 Modern Slavery Statement Report
	Open Report
Status:	For Decision
Author and job title:	Tina Wood, Head of People Services
Contact No:	07717 732782
Recommendations:	Board members are asked to approve the Modern Slavery Statement for Wolverhampton Homes.
Key risks and contentious issues:	Key risks are through the commissioning of services through the supply change. These should be mitigated by a robust procurement process.

Management Summary

1.0 Purpose

- 1.1 The purpose of this report is for Board members to approve the Modern Slavery Statement as it applies to Wolverhampton Homes and in accordance with the Modern Slavery Act 2015.

2.0 Background

- 2.1 Section 54 of the Modern Slavery Act 2015 requires large employers to produce a modern slavery statement for each financial year. The employer's slavery and human trafficking statement includes information on:
- Its structure, business and supply chains
 - Its policies in relation to slavery and human trafficking
 - Its due diligence processes in relation to slavery and human trafficking in its business and supply chains
 - The parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps that it has taken to assess and manage that risk
 - Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains
 - The training about slavery and human trafficking is available to all staff
- 2.2 Wolverhampton Homes Modern Slavery Statement for 2018 / 19 is at appendix 1. It covers all of the above requirements plus our commitment to ensuring that there is no modern slavery or human trafficking in the supply chains or in any part of its business.
- 2.3 After approval by Board, this statement will be published on our website in accordance with Home Office guidelines.

3.0 Financial and value for money implications

- 3.1 None identified in the publishing of this statement.

4.0 Legal implications

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

5.0 Human resources implications

- 5.1 Ensure all new staff are aware of modern slavery and human trafficking as part of the mandatory induction process.

5.2 Health and safety implications

5.3 None identified. Indirect implications relate to ongoing responsibility as an employer.

6.0 Equalities implications

6.1 Shows the commitment of Wolverhampton Homes to ensuring that there is no modern slavery or human trafficking in any part of its business. Wolverhampton Homes commitment is to implement effective systems to ensure that slavery and human trafficking is not taking place.

7.0 Impact on the environment and community

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

8.0 Long term consequences for the company

8.1 To continue to publish annually a statement on modern slavery for the financial year.

9.0 Impact on business relationships with suppliers, customers and others

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

10.0 Impact on Wolverhampton Homes' Management System

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

Date: July 2019

Officer responsible: Tina Wood

11.0 List of Appendices

11.1 Appendix 1: Modern Slavery Statement

This page is intentionally left blank



Appendix 1: Modern Slavery Statement

Introduction

This statement sets out Wolverhampton Homes commitment to preventing slavery and human trafficking in all its business activities and within its partners and supply chains. This statement is made under section 54(1) of the Modern Slavery Act 2015 (MSA) and refers to the financial year ending 31 March 2019.

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

Who we are

Wolverhampton Homes manage and look after more than 23,000 homes on behalf of the City of Wolverhampton Council. We are an Arms-Length Management Organisation, which was set up in 2005.

Our mission is “to help people get on in life”, our vision is “unlocking people’s potential through housing, skills and technology” and our values are:

Working together

Open to new ideas

Respecting differences

Delivering our promises

Structure and Supply Chains

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 through a procurement process (via a service level agreement with the City of Wolverhampton Council, specifically Section 26 of the procurement standard terms and conditions) 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.

Policies on Modern Slavery

Our policies and procedures are kept under review to make sure that they are fit for purpose and are compliant with regulatory and statutory obligations. New policies are agreed at Resources Committee and in consultation with Trade Unions. The next review to be undertaken will be throughout 2019 / 20.

We have a number of policies and procedures in place that contribute to ensuring modern slavery does not occur in our business, which 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 & Safety Policies
- Whistleblowing Policy, which protects staff should they raise concerns about issues such as modern slavery
- Financial 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

Due Diligence Processes

Procurement:

We expect our 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.

The tendering of new contracts includes an obligation that suppliers comply with the Modern Slavery Act. Specifically, section 26.1.3 of the procurement standard terms and conditions.

Tenancy Management:

The Housing Act 1996, as amended by the Homelessness Act 2002 restricts certain people subject to immigration control, or with limited rights of residence or failing the habitual residence test access to the Housing Register, as well as some European nationals dependent upon their residency and/or employment status and on any specific exclusions. All applications for properties at Wolverhampton Homes are checked to ensure accuracy of the information provided by an applicant.

Recruitment:

The recruitment process ensures that all potential employees are checked as being eligible to work in the UK as prescribed by the Asylum and Immigration Act 1996.

Process:

Any suspected instances or concerns on modern slavery or trafficking, would be reported to a First Responder, which for Wolverhampton Homes would be Adult and/or Children's Social Care through MARF (children) or SA1 (adults) referral. This is the agreement set up as part of the National Referral Mechanism making it easier for agencies to co-operate, share information and facilitate access to advice, accommodation and support.

The 'See It, Report It' campaign was started in 2018 / 19 and continues through to 2019 / 20. All employees are encouraged to report any concerns about the person or property to managers.

Risk Assessment

We 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 within the People Services risk register, which informs the wider Company Risk register.

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

To further mitigate the risk, we will highlight our statement on modern slavery through the intranet.

Where appropriate we will include reference to the Modern Slavery Act 2015 in our procedures.

Measuring effectiveness

The main 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. (Section 26 of the procurement standard terms and conditions).

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

Training for staff

The Equality and Diversity training materials have been reviewed during 2017 / 18 and include modern slavery within the safeguarding section. This has been followed up by Equality & Diversity Door Step training, which is being rolled out during 2019 / 20.

The Induction process has been reviewed during 2017 / 18 and safeguarding and modern slavery awareness is now a mandatory requirement. New employees are sign posted to the safeguarding e-learning package and modern slavery is included in the Equality & Diversity Door Step training, which is mandatory training.

Our on-going commitment to the Modern Slavery Act 2015

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our commitment is to act ethically and with integrity in all our business relationships and to implement effective systems and controls to ensure slavery and human trafficking is not taking place. We are further committed to making sure that our properties are not used to accommodate the work of human traffickers or detain others against their will.

This statement was approved on 5 July 2019 by Wolverhampton Homes Board.

Shaun Aldis
Chief Executive

Board Report

	Agenda Item 8 5 July 2019 Health, Safety and Wellbeing Report - Six Monthly Update
	Open Report
Status:	For Information
Author and job title:	Tim Munro, Interim Health and Safety Lead
Contact No:	01902 554058
Recommendations:	Board members are asked to note the contents of the report.
Key risks and contentious issues:	<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 The report summarises performance for Health and Safety between January 2019 and June 2019. It provides the Board with an understanding of control measures in place and an assurance that Health and Safety is a priority for Wolverhampton Homes. The report also outlines recent initiatives and updates.

2.0 Landlord incident summary

- 2.1 Since the last meeting, there have been 26 incidents (see appendix 1). There have been 20 incidents during the current calendar year. The total number of incidents reported for the same period Jan - May in 2018 was 14.
- 2.2 This is represented by 18 fire incidents, 6 special fire service attendance and 2 asbestos incidents.

3.0 Accident summary

- 3.1 For the period January 2019 – May 2019, there have been a total of 17 accidents, compared with 21 for the same period the previous year. Most accidents were of a minor nature, however two were reportable to the HSE in accordance with RIDDOR. One was an injury causing an absence from work of over 7 days and one was a notifiable dangerous occurrence. (See appendix 2).

4.0 Lost time due to industrial injury

- 4.1 In 2019 between January and May there was a total of 2 days lost due to industrial injury, compared to 23 days for the same period, last year (see appendix 3).

5.0 Fire risk assessments high, medium and low-rise blocks

- 5.1 All on target. (See appendix 4).

6.0 Strategic Construction Partnership

- 6.1 The Health and Safety team attend WH progress meetings with both partners. Health and Safety performance indicators are monitored. Joint safety tours are undertaken and reported back to the Health, Safety and Wellbeing Committee.

7.0 Worker engagement

- 7.1 The Health and Safety Champions group continue to meet which includes Trade Unions. The role of the Champions is to provide employees with a focal point to be able to raise or discuss health and safety issues / concerns at an operational level. It raises the profile of health and safety within the organisation and improves collaborative working between the employer and employees.

8.0 Health & Safety Performance Indicator Quarter 1, 2019

8.1 (See appendix 4).

9.0 Financial and value for money implications

9.1 There are no proposals within this report that have financial and value and financial implications.

10.0 Legal implications

10.1 The Health and Safety policy is a statutory requirement.

11.0 Human resources implications

11.1 There are no proposals within this report that have human resources implications.

12.0 Health and Safety implications

12.1 There are no immediate Health and Safety implications as a result of this report. However, reporting is required to ensure that management and monitoring of Health, Safety and Wellbeing remains compliant, ensuring issues are addressed and resolved promptly.

13.0 Equalities implications

13.1 There are no proposals within this report that affect equalities implications.

14.0 Impact on the environment and community

14.1 There are no proposals within this report that impact on the environment and economy.

15.0 Long term consequences for the company

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

16.0 Impact on business relationships with suppliers, customers and others

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

17.0 Impact on Wolverhampton Homes' Management System

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

18.0 List of Appendices

18.1 Appendix 1: Landlord incidents

18.2 Appendix 2: Total accidents / incidents / Near-misses and Physical Assaults – April 2019
- Current

18.3 Appendix 3: Lost days resulting from workplace accidents

18.4 Appendix 4: Health & Safety Performance Indicator: Jan - March 2019

Appendix 1: Landlord Incidents

Date	No	Address	Incident Type	Severity	Date	No
21/11/18	1	Sweetman Street (Leasehold)	Fire	58 year old resident received oxygen therapy	Cooking - chip pan fire	Passed to Tenancy Management & Repairs to check no 67 above
30/11/18	2	Second Avenue	Fire	X2 women treated for smoke inhalation	Cooking – food left in grill	Passed to Tenancy Management & Repairs
30/11/18	3	Lapley Close	SSC – Special Service Call	N/A	Gain access to assist ambulance – Makita saw used	Passed to Tenancy Management & Repairs
12/12/18	4	Graiseley Court	Fire	No injury	Cooking – pan left unattended	Passed to Tenancy Management & Repairs
20/12/18	5	Hincks Street	Fire	No injury	Cooking – pan left unattended	Passed to Tenancy Management & Repairs
21/12/18	6	Newbolt Road	Fire	No injury	Clothing set alight following domestic dispute	Passed to Tenancy Management & Repairs
03/1/19	7	Millington Road	Fire	No injury	As a result of a faulty washing machine	Passed to Tenancy Management & Repairs
11/1/19	8	Ruskin Road	Fire	No injury	Mattress on fire in bedroom	Passed to Tenancy Management & Repairs
27/1/19	9	Ash Street	SSC – Special Service Call	N/A	Assisting ambulance – forced entry using sledge hammer, hooligan tool and Makita saw	Passed to Tenancy Management & Repairs
01/2/19	10	Wodensfield Tower	FAE – False Alarm Equipment	N/A	Repeat incident – high rise block – tenancy concerns – cooking left unattended	Passed to Tenancy Management & Repairs
13/2/19	11	Bevan Avenue (Leasehold)	Fire	No injury	Burnt food	Home Sales informed

17/2/19	12	West Avenue	Fire	No injury	Electrical fault in control panel for gas cooker	Passed to Tenancy Management. Repair logged on Northgate
27/2/19	13	Fifth Avenue	Asbestos incident	Potential exposure	AIB panel damaged by operative	RIDDOR – Disciplinary / Investigation underway
05/3/19	14	Evans Street	Fire	No injury	Electrical heater fault bathroom	Passed to Tenancy Management & Repairs
05/3/19	15	Pennwood Court	SSC	No injury	Flat entrance front door damaged by fire service	Passed to Tenancy Management customer in need of support
18/3/19	16	Hilcrest Avenue (TMO)	Fire	No injury	Cooker fire	Passed to TMO
24/3/19	17	Merridale Court (WMFS logged as no78)	SSC	No injury	Door forced by fire service	Passed to Tenancy Management. Repair logged on Northgate
29/3/19	18	Carder Crescent	Fire	No injury	Melted wiring in attic	Passed to Tenancy Management. Repair logged on Northgate
30/3/19	19	Egerton Road	Fire	No injury	Fire inside wardrobe OOA	Passed to Tenancy Management
03/4/19	20	Tobruk Walk	Fire	No injury	Cooker fire	Passed to Tenancy Management & Repairs
04/4/19	21	Clarence Road	Fire	No injury	Small fire in bedroom	Passed to Tenancy Management & Repairs
18/4/19	22	Hambledon Close	Fire	No injury	Food stuffs on grill	Repair logged on Northgate
25/4/19	23	Longfield House	SSC	No injury	Fire service gained access	Repair logged on Northgate
27/4/19	24	Queens Court	Fire	No injury	Small fire on cooker from clothes left near cooker	Passed to Tenancy Management & Repairs
27/4/19	25	Mattox Road (Private) (WMFS logged as no 96 - WH)	Fire	No injury	Fire in veranda – Gas & Electric isolated	Passed to Tenancy Management & Repairs

01/5/19	26	Emerson Grove	Asbestos incident	No injury	Identified possible 2 nd find after floor tiles removed - no asbestos survey prior to work commencing	WHAT removed remaining floor tiles under controlled conditions
---------	----	---------------	-------------------	-----------	--	--

This page is intentionally left blank

Wolverhampton Homes

Appendix 2: Total Accidents / Incidents / Near-Misses and Physical Assaults - April 2019 – Current

	Reportable Accidents	Non-Reportable Accidents	Reportable Incidents	Physical Assault	Near-Misses
April 19	0	1	0	0	0
May 19	0	0	0	0	2
June 19					
July 19					
Aug 19					
Sept 19					
Oct 19					
Nov 19					
Dec 19					
Jan 20					
Feb 20					
March 20					
Total	0	1	0	0	2

Reportable Accidents

Reportable Incidents

Updated 06/19

Wolverhampton Homes

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

	Reportable Accidents	Non-Reportable Accidents	Reportable Incidents	Physical Assault	Near-Misses
April 18	0	5	0	0	0
May 18	1 (a)	2	0	0	0
June 18	0	2	0	0	0
July 18	0	3	0	0	0
Aug 18	0	0	0	1	0
Sept 18	1 (b)	9	0	0	3
Oct 18	0	0	0	0	0
Nov 18	0	2	0	0	0
Dec 18	0	1	0	0	0
Jan 19	0	4	0	0	1
Feb 19	0	5	1 (a)	0	0
March 19	1 (c)	5	0	0	0
Total	3	38	1	1	4

Reportable Accidents

- (a) Trade Support Improver – hand injury (hand tool injury, over 7 day)
- (b) Electrician – ankle injury (fall from height, over 7 day)
- (c) RRO – hand injury (hit by something stationary, specified injury - fracture)

Reportable Incidents

- (a) Asbestos – ACM damaged by operative

Updated 06/19

Wolverhampton Homes

Appendix 3: Lost days resulting from workplace accidents

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January	17	0	5	19	12	9	32	12	0	23	0	0
February	77	28	58	19	4	2	23.5	20	0	10	1	2
March	8	10	27	26	0	0	21	11	0	25	19	0
April	29	14	26	6	0	0	0	0	8	15	3	0
May	15	39	27	0	6	0	14	1	11	0	10	
June	21	11	31	6	21	0	1	0	0	0	24	
July	40	14	26	38	37	0	0	20	11	2	8	
August	47	0	22	78	43	0	0	0	2	17	0	
September	14	10	37	46	23	18	0	0	2	0	6	
October	52	158	48	5	38	0	0	10	17	16	5	
November	56	76	22	0	12	0	27	30	23	0	0	
December	0	0	23	0	0	0	3	4	15	0	0	
TOTAL	376	360	352	243	196	29	121.5	108	89	108	76	2

2010 – Barrier 200

2012 – Ladder 127

2014 – Roller shutter 76 - Door wrist 30

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

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

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

2018 – Customer Liaison Officer – back injury/pre-existing another type of accident 20, Electrician – dog bite injured by animal/insect 3, Trade Support Improver – hand injury hand tool injury 39, Response Repairs Officer – eye injury hit by moving/fly/fall object 3, Electrician – ankle injury fall from height 11.

2019 – Carpenter – back injury – lifting/twisting 2.

This page is intentionally left blank

Appendix 4: Health & Safety Performance Indicator: Jan – March 2019

		Year to date	Target	Direction
P-AS1	Management of asbestos - % of re-inspections carried out within timescales	100	100	A figure higher than the target is good
HS2stat	Management of Fire Risk Assessments in Communal Areas of Flats and Registered Non-Domestic Premises % of inspections carried out within timescales	99	100	A figure higher than the target is good
P-AS2	% of Supervisor and Operative mandatory refresher training carried out annually	100	100	A figure higher than the target is good
P-AS3	% of Supervisor and Operative mandatory medicals carried out within timescale	100	100	A figure higher than the target is good
P-AS4 a/b	% of Supervisor and Operative mandatory RPE face-fit tests carried out within timescale	100	100	A figure higher than the target is good
	a) Annual face-fit test carried out by independent b) Monthly maintenance examinations carried out in-house	99	100	A figure higher than the target is good
P-AS5	% of Mandatory Plant and Equipment tests carried out within timescales	100	100	A figure higher than the target is good
P-AS6	% of mandatory four stage site clearance certification for reoccupation tests passed 1st time	100	100	A figure higher than the target is good
P-AS7	% of mandatory licensed notifiable treatment works cancelled on day of work start	0.00	0	A figure Lower than the target is good
HS9a/b stat	% of Gas/Biomass boilers that received an inspection/service within a 12 month period	100	100	A figure higher than the target is good
	a) Hobgate Road b) Tremont Street	100	100	
HS10stat	% of Non Domestic sites fully Pat Tested at an interval of 12 months	100	100	A figure higher than the target is good
HS11stat	% of Lightning Protection Systems at High Rise and Medium Rise sites fully serviced and tested within a 12 months period	100	100	A figure higher than the target is good

HS12stat	% of Sites where a risk assessment has been carried out for control of Legionella Bacteria in domestic water systems within a 2 year period	100	100	A figure higher than the target is good
HS13stat	Servicing and availability of Dry Risers a) % of Wet/Dry Riser receiving a Hydraulic test b) % of certificates held on asset management files	100	100	A figure higher than the target is good
		100	100	
HS14 stat	% of Emergency Lighting Systems on High Rise and Medium Rise sites fully serviced and tested within a 6 month period	100	100	A figure higher than the target is good

P-CC3a/b	A) % of time lifts are available	99.10	95	A figure higher than the target is good
	B) % of Passenger lift plant serviced/inspected monthly	100	100	

P-CC6	Electrical inspection testing 5 year programme	83.87	75	
P-CC1	% of valid Landlord Gas and Safety Certificate for tenanted properties	99.98	99.60	

ES7	% of fire safety inspections completed on low & medium rise blocks (Concierge)	100	99	A figure higher than the target is good
------------	--	-----	----	--

ES11	% of fire safety inspections completed on high rise blocks (Concierge)	100	99	A figure higher than the target is good
-------------	--	-----	----	--

ES12	% of low rise flat checks and fire safety inspections completed every 3 months (Neighbourhood Services)	100	99	A figure higher than the target is good
-------------	---	-----	----	--

Board Report

	Agenda Item 9
	5 July 2019 Employment Monitoring Profiles
	Open Report
Status:	For Information
Author and job title:	Emma Rolinson, HR Operations Manager
Contact No:	07964 121484
Recommendations:	Board members are asked to note the contents of the report.
Key risks and contentious issues:	<p>It is important for Board Members to be informed of Wolverhampton Homes Equality Profiles and progress towards meeting Equality Targets.</p> <p>Key risk is that Wolverhampton Homes' employment profiles are not representative of the communities it serves and may not provide services that meet community requirements.</p>

Management Summary

1.0 Purpose

1.1 The purpose of the report is to inform Board Members of Wolverhampton Homes' Equality Profile data for the year end, 31 March 2019.

2.0 Background

2.1 There is a specific duty placed on Wolverhampton Homes as a public body to report on and monitor our employment practices and therefore collect and analyse data accordingly.

Areas currently monitored are:

- Staff in post
- Applicants for Employment
- Applicants for Training
- Staff who receive training
- Applicants for Promotion
- Staff who benefit or suffer detriment as a result of performance assessment procedures
- Staff who are involved in Disciplinary/Grievance procedures
- Staff who are the subject of Disciplinary/Grievance procedures
- Staff who cease employment with the Organisation

2.2 For the monitoring data relating to these duties please see appendices 2 - 15. Wolverhampton Homes are not able to produce data for Applicants for promotion or number of staff who benefit or suffer detriment as a result of our performance assessment procedures for the following reasons:

Applicants for Promotion - Wolverhampton Homes does not use a direct career path/promotion route. Career advancement is achieved through application for higher graded posts. What can be produced are the number of staff who have gained a promotion or secondment throughout the year.

Number of staff who benefit or suffer detriment as a result of our performance assessment procedures – Wolverhampton Homes does not have an appraisal process. Monitoring of performance is undertaken through regular 1-2-1 meetings and these discussions are not intended to be a forum for decisions on promotion/demotion or any pay issues.

2.3 Best Value Performance Indicators

Appendix 1 - shows the end of year position in relation to progress made towards meeting the Equality Targets. The Best Value Performance Indicators are reported to Wolverhampton Homes Board on a six-weekly cycle through the Performance Monitoring Report.

- 2.4 Actions taken to assist progress towards meeting targets.
- 2.5 Wolverhampton Homes has been taking action for some time to encourage females into construction by supporting various employability programmes and management development programmes such as;
- Women into Construction in partnership with a local college
 - Shadowing/coaching/mentoring
 - Employability programmes
 - Working alongside our Strategic Construction Partners on projects

Wolverhampton Homes also attend career and jobs fair, promoting women in construction, have work experience placements, and the People Development Manager is an Enterprise Adviser to a local school.

- 2.6 Wolverhampton Homes are working with the City of Wolverhampton Council on the National Graduate Scheme and currently have a female graduate working with us from the programme.
- 2.7 Introduction of technical apprentices leading to our first female surveying apprentice.
- 2.8 Due to Wolverhampton Homes' relatively low attrition rate, all posts are advertised internally and externally at the same time including local community groups, to attract a wider and diverse cohort of candidates to apply for roles.
- 2.9 Wolverhampton Homes is currently trialling a different way of recruiting and selecting bespoke to each vacancy with the aim of removing any potential barriers and recruiting the right person first time. This includes a redesigned Expression of Interest form (to replace the traditional application form) and bespoke interview questions.
- 2.10 To support the Inclusive Futures agenda, Wolverhampton Homes is working with the University of Wolverhampton. Two students are using Wolverhampton Homes as subject matter for their dissertations and they have been asked to cover the following projects;
- Examine the existing composition of the workforce at Wolverhampton Homes and research into prioritising workforce diversity and inclusion at the top
 - Research into how recruitment/selection and retention methods could help in retaining people from ethnic minority groups and come up with a set of recommendations

The recommendations from these pieces of work could influence further recruitment changes. The dissertations from these students were due to be handed in to the University in May and Wolverhampton Homes will have them in June.

2.11 New Apprenticeship Scheme - Board has recently approved the new apprentice scheme for Wolverhampton Homes where we will be encouraging females to apply. There will also be scope to have Technical apprentices in support of Wolverhampton Homes succession planning, where again we would wish to look towards encouraging female applicants.

3.0 Overview of Key Findings

3.1 Overall Headcount

3.2 During the monitoring period from 1 April 2018 to 31 March 2019, Wolverhampton Homes employed 735 employees by the end of March 2019. This is an increase of 1.6% (12 employees) from the previous reporting period of April 2017 to March 2018 (723 employees).

3.3 The gender split in the workforce remains on a similar trend as the previous annual report. Male employees remain the higher percentage of our workforce at 62.72% (461) compared to last quarter 64.59% (467). Female employees make up 37.28% (274) of the headcount during the reporting period, which is an increase of almost 2% (18) compared to last year and just over 2% (17) above Wolverhampton Homes current target of 35%.

3.4 % of the top 5% of earners who are female is at its highest level since 2015 - 16 at 35.9% (14) and 9% (3.5) below target due to female new starters to the organisation into senior roles.

3.5 Last year, the workforce was made up of 78.7% white employees, this year this has decreased to 78.1%. Black, Asian and Minority Ethnic (BAME) employees represented 21.9% of the workforce this year, which is an increase from last year of 0.6% (7), however remains below target by 4.1% (30).

3.6 % of the top 5% of BAME earners has increased to 7.69% (3) this year from 0 last year due to a new starter and TUPE transfers to the organisation.

3.7 The highest working age group remains the same this year as per last year (45 to 54 years old) with a slight increase overall at 34.42% from 33.89%. Followed by 55 to 64 years old at 24.76%. This remains an area for concern particularly amongst our trade/technical roles. There has been a slight % increase in under 25's keeping the organisations performance to within 3% of the target due to more under 25's joining Wolverhampton Homes than leaving.

3.8 There has been a slight percentage reduction in the number of disabled employees compared to last year due to the increase in overall organisation numbers and leavers.

3.9 Further information detailed in this report includes: gender identity, marital status, religious belief and sexual orientation. In all of these areas the % of the workforce that has chosen to 'Not to Disclose' their information has decreased compared to last year.

4.0 Recruitment

- 4.1 There was a substantial increase in the number of applicants for employment this year (1656) from last year (483) of which 103 were appointed.
- 4.2 There was a higher percentage representation of females of almost 50% at each stage of the recruitment and selection process compared to the overall workforce representation of 37.28%.
- 4.3 There were 46% applicants from BAME groups, compared to 50% last year. Of these applicants; 37% were appointed this year compared to 47% last year. However, due to the overall increase in applicants for employment this year this resulted in an increase to the overall representation of BAME employees across the workforce.
- 4.4 The highest age range of applicants were 35 - 49 (31%) and 43% of applicants appointed were 34 and under with 11% being under 25.

5.0 Promotions

- 5.1 There were 44 promotions this year compared to 33 last year. 23 (52%) were female and 11 (25%) were BAME compared to 8 (24.24%) last year.

6.0 Starters

- 6.1 There were 75 starters this year compared to 130 last year. 23 (30.67%) of the new starters were BAME, which was a decrease from last year of 29 (22%) but higher percentage compared to the overall total of new starters.
- 6.2 3 new starters deemed themselves disabled.
- 6.3 Over 50% (38) of new starters were aged 34 and under, a third being aged under 25 resulting in the slight increase in under 25's employed across the organisation.

7.0 Leavers

- 7.1 Overall this year there were 65 leavers compared to 71 leavers in the previous year. Of the 65 leavers: 26 (40%) of them were female compared to last year of 34 (48%). 14 (21.54%) of the leavers this year were BAME compared to 10 (14%) last year.
- 7.2 39 of the 65 were voluntary leavers of which 15.38% (6) left within the first year of their employment. 50% of these 6 leavers were BAME and 66.6% female. Reasons for leaving included employment with another public sector organisation and personal/domestic reasons.

8.0 Financial and value for money implications

- 8.1 There are no direct costs associated from this report.

9.0 Legal implications

9.1 There are no direct legal implications arising from this report.

10.0 Human resources implications

10.1 No direct implications from this report.

11.0 Health and safety implications

11.1 No direct implications.

12.0 Equalities implications

12.1 There are equality implications as the employee profiles do not represent the communities that we serve.

12.2 Work is being undertaken to address the issues of under representation especially in the areas of women in our trade workforce and BAME representation at senior officer level.

13.0 Impact on the environment and community

13.1 This report has no direct impact on the environment and community as it is for information.

13.2 There could be an impact on the Community where successful recruitment from residents can help sustain tenancies and communities.

14.0 Long term consequences for the company

14.1 We are committed to developing an organisational culture, which values people from all sections of society and the contribution, which each individual can make.

15.0 Impact on business relationships with suppliers, customers and others

15.1 We are committed to making sure that our services and those of our partners and supply chain are taking into account differing needs of our communities.

16.0 List of Appendices

16.1 Appendix 1: Best Value Performance Indicators – Targets

16.2 Appendix 2: Overall Headcount

16.3 Appendix 3: % Employed by Gender

16.4 Appendix 4: % Employed by Ethnicity

- 16.5 Appendix 5: % Employed by Disability
- 16.6 Appendix 6: % Employed by Age
- 16.7 Appendix 7: Applicants for Employment
- 16.8 Appendix 8: Applicants for External and Internal posts
- 16.9 Appendix 9: Promotion and Secondments by BAME & Ethnicity
- 16.10 Appendix 10: Applicants for Training
- 16.11 Appendix 11: Number of staff who are involved in Disciplinary or Grievance procedures
- 16.12 Appendix 12: Starters
- 16.13 Appendix 13: Leavers
- 16.14 Appendix 14: Attrition Rate
- 16.15 Appendix 15: Other Equality Profiles – Sexual orientation, Religious Belief, Marital Status, Gender Identity

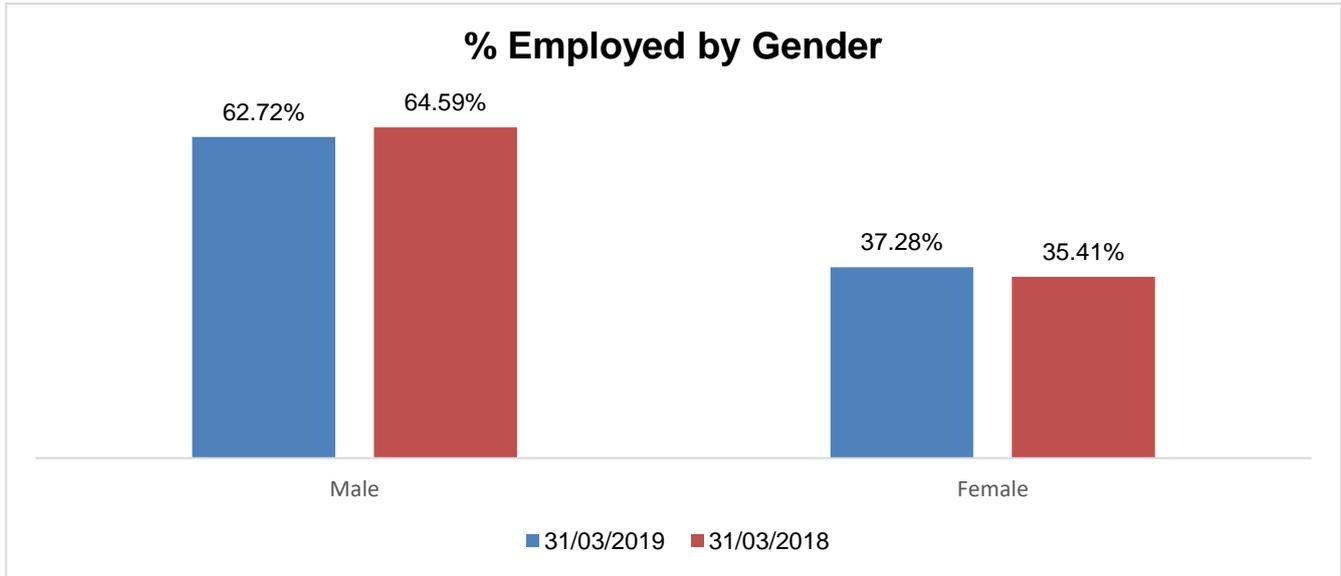
APPENDIX 1: Best Value Performance Indicators – Targets

Reference	Indicator	16/17 Year End Performance	17/18 Year End Performance	Improvement Target	18/19 Year End Performance	Workforce Total @ 31.03.19 = 735
BVPI 11a	% of the top 5% of earners who are female	35%	28.13%	45%	35.9%	To meet the target = 17.5 Current = 14
BVPI 11b	% of the top earners who are from black, asian minority ethnic group	3.85%	0%	14%	7.69%	To meet the target = 5.5 Current BAME = 3
BVPI 16	% of the organisations workforce who are disabled	11%	9.27%	12%	8.57%	To meet the target = 88 Current = 63
BVPI 17	% of the organisations workforce who are from black Asian ethnic minority group	21.00%	23%	26%	21.9%	To meet the target = 191 Current = 161
LPI	% of the workforce who are male/ female	M = 66% F = 34%	M = 64.59% F = 35.41%	M = 65% F = 35%	M = 62.72% F = 37.28%	To meet the target M = 478 F = 257 Current M = 461 F = 274
LPI	% of the workforce by age distribution	5.00%	5.39%	Under 25 = 8%	5.58%	To meet the target Under 25 = 59 Current = 41

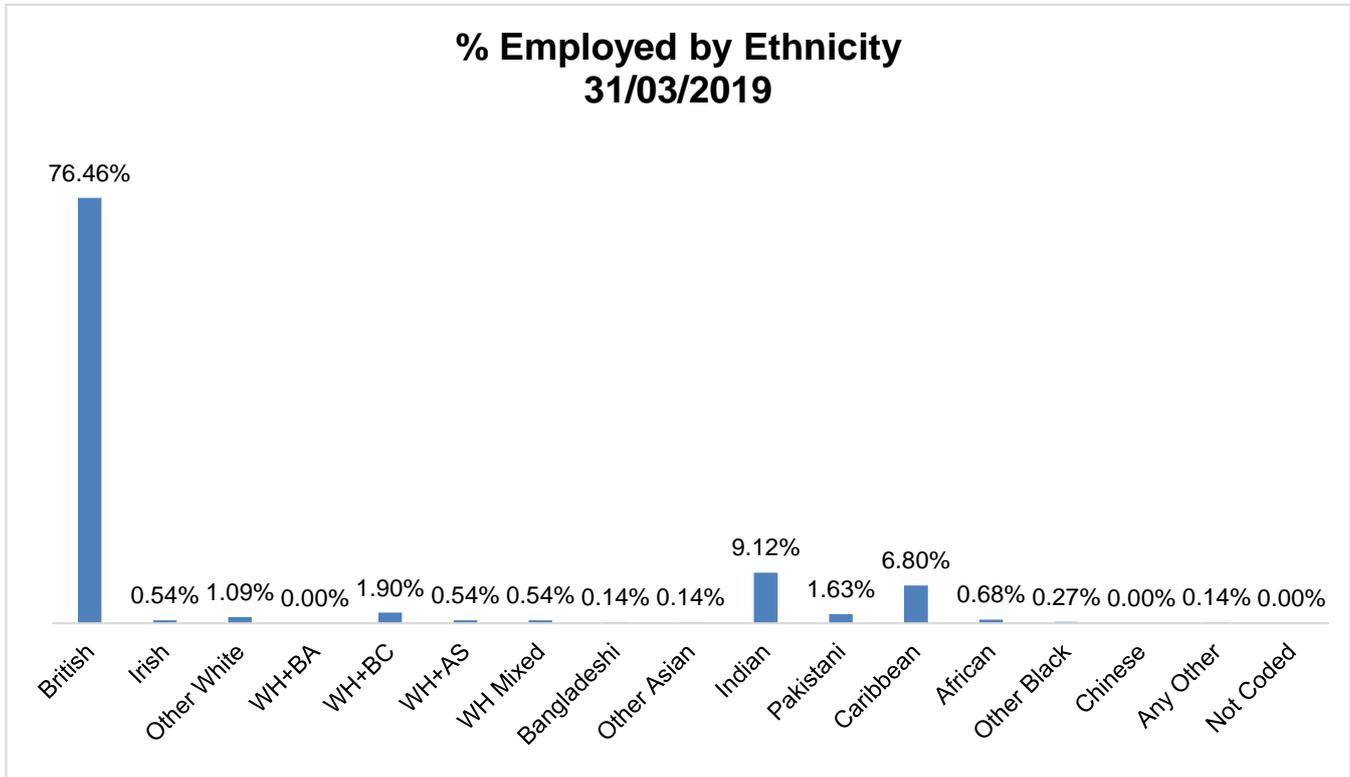
APPENDIX 2: Overall Headcount

31/03/2019	31/03/2018
Number	Number
735	723

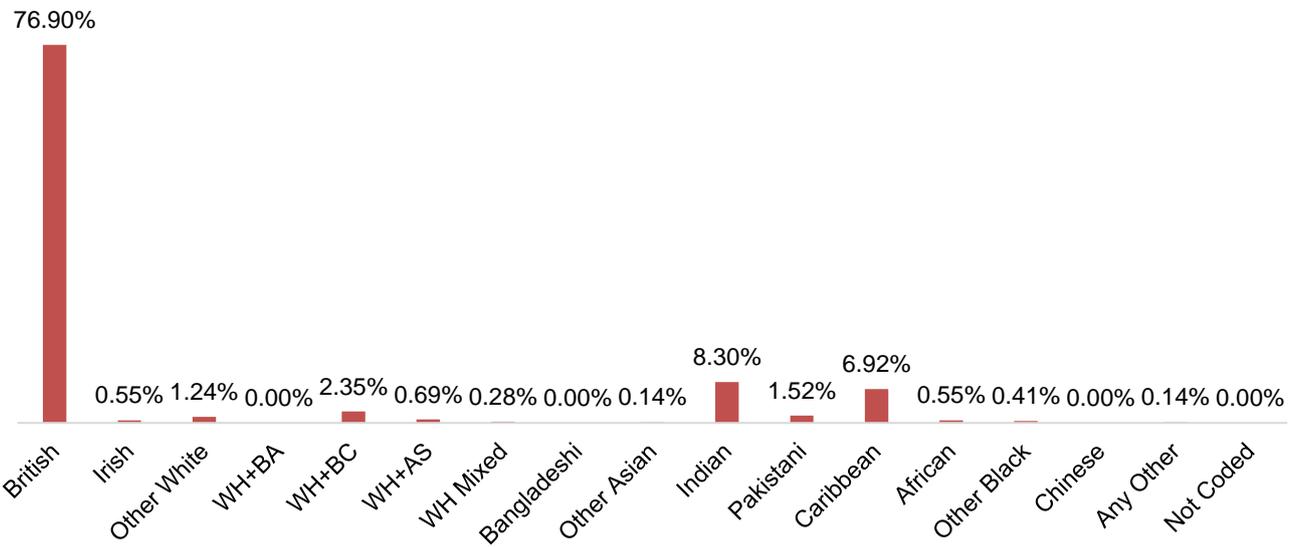
APPENDIX 3: % Employed by Gender



APPENDIX 4: % Employed by Ethnicity

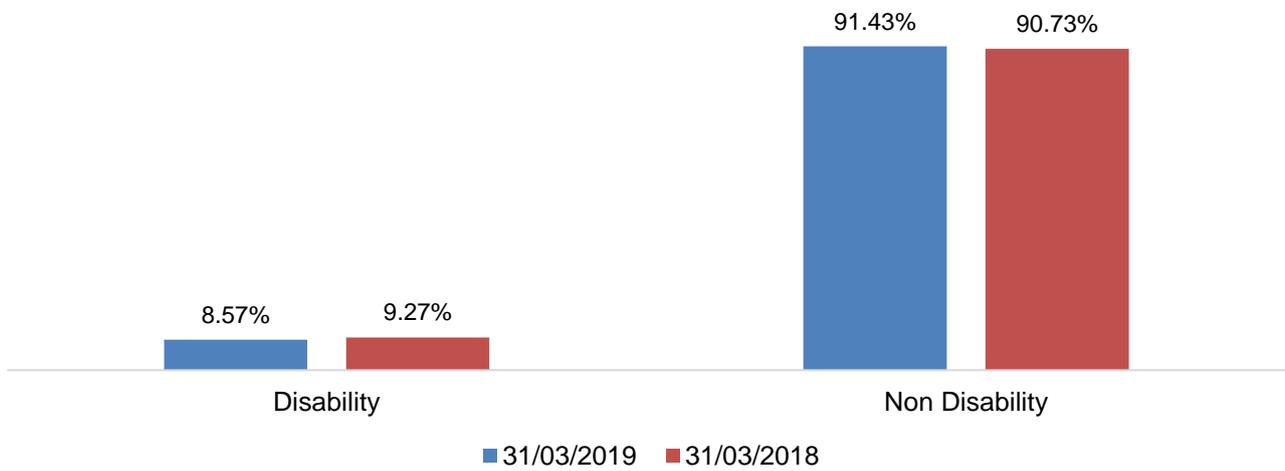


% Employed by Ethnicity 31/03/2018

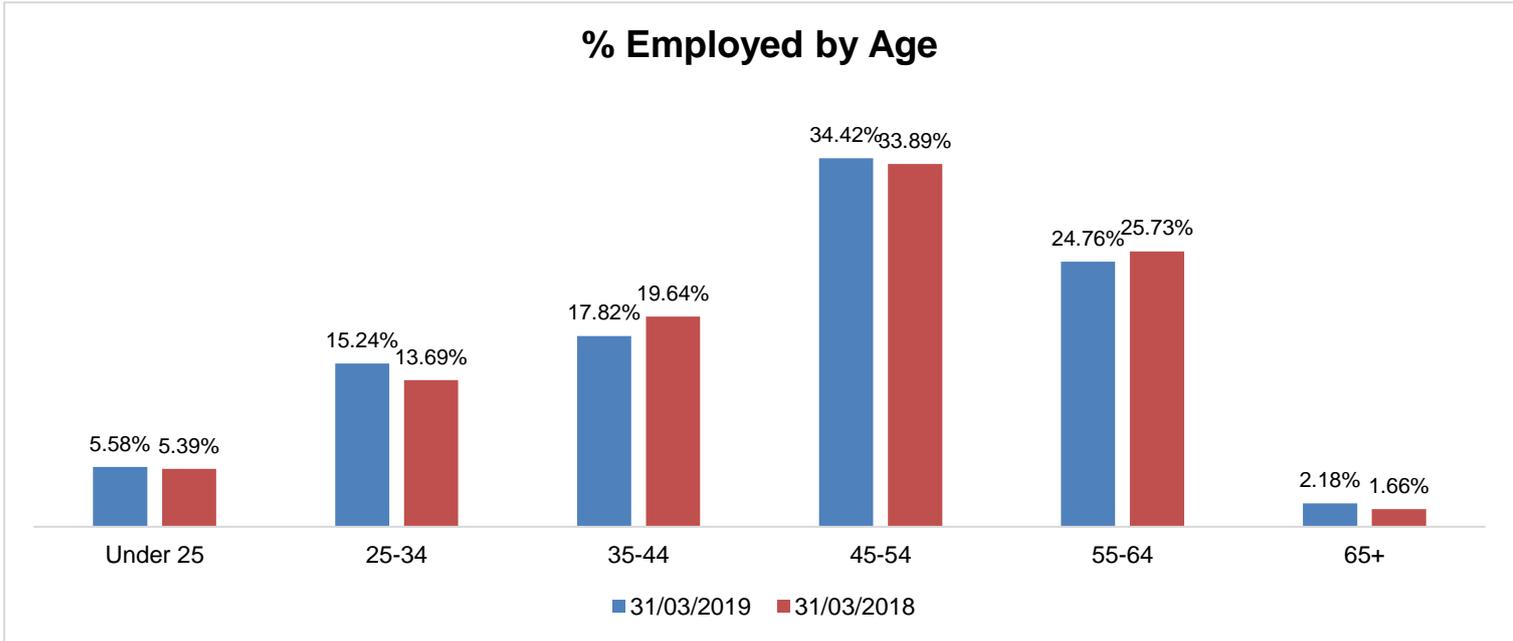


APPENDIX 5: % Employed by Disability

% Employed by Disability



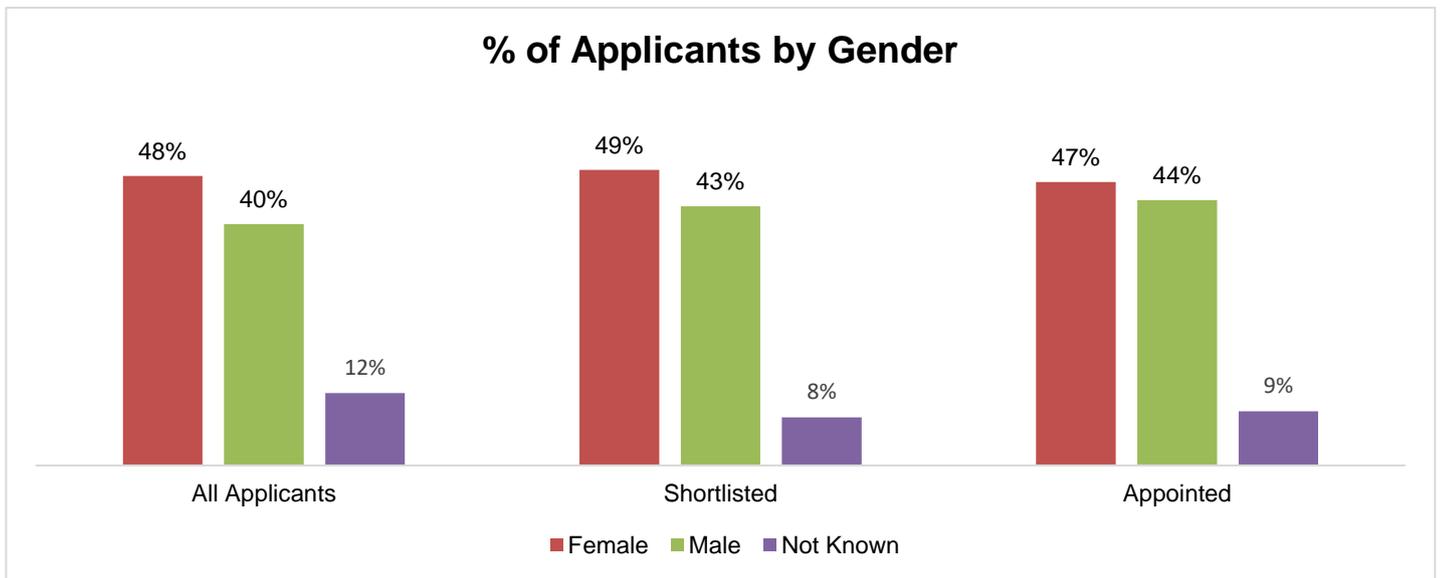
APPENDIX 6: % Employed by Age



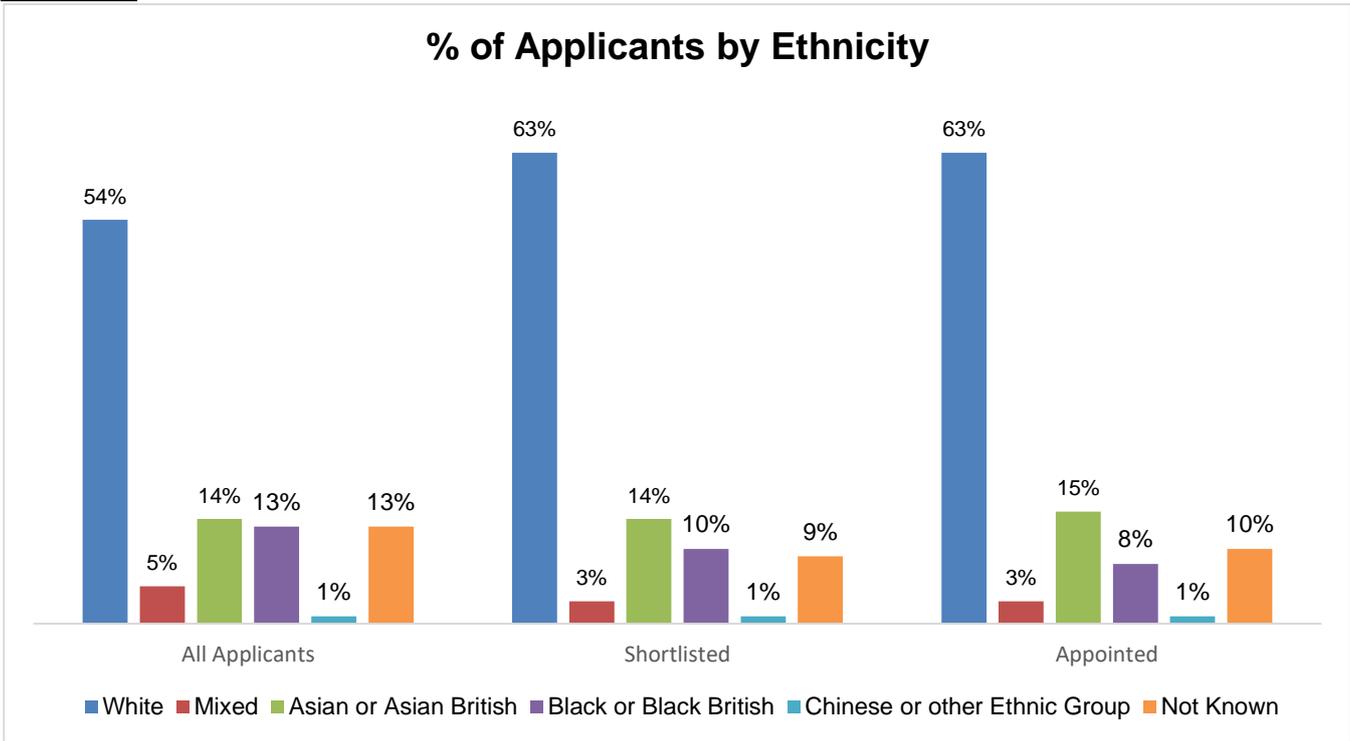
APPENDIX 7: Applicants for Employment

During the monitoring period **105** posts were advertised. **88** of these posts were advertised externally. The number of appointed applicants will not be the same figure as new starters to the organisation as new starters include Trainees/Apprentices. The appointed number is purely on adverts placed during April to March and the responses from those adverts.

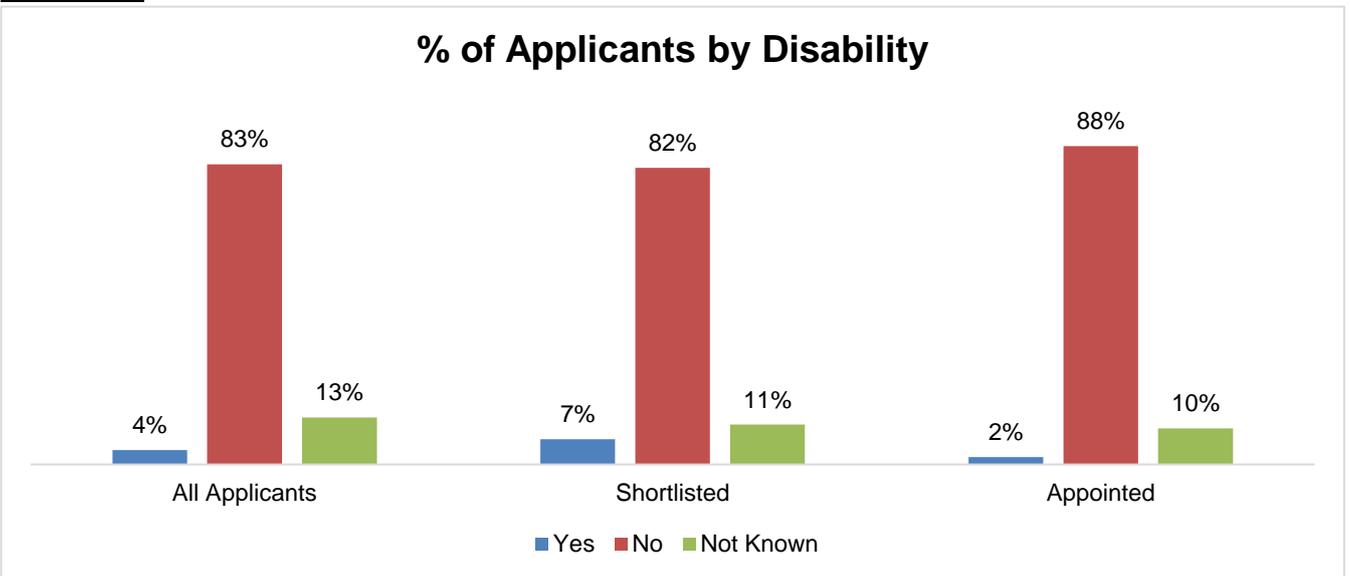
Gender



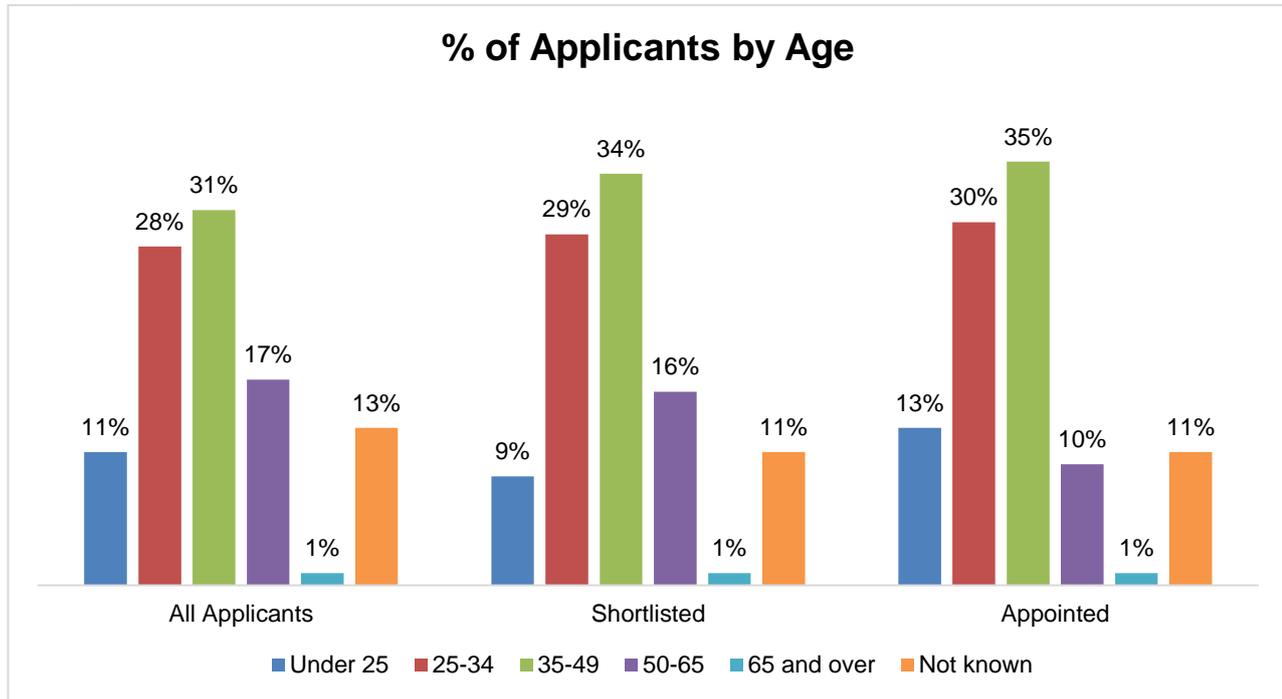
Ethnicity



Disability



Age



APPENDIX 8: Applicants for External and Internal Posts

Number of jobs advertised in the period = 17

Job Roles	Grade Range	Applicants			Shortlisted			Appointed		
		White	BAME	Not Known	White	BAME	Not Known	White	BME	Not Known
Managers and Supervisors – Property	SO - PO	4	0	0	3	0	0	2	0	0
Managers and Supervisors - Housing	SO - PO	0	0	0	0	0	0	0	0	0
Technical Roles - Property	Scale 4 - 6	0	0	0	0	0	0	0	0	0
Housing Management Roles	Scale 3 – PO	8	4	6	6	0	7	3	0	4
Craft	Craft Rate	1	2	0	1	1	0	1	1	0
Estates and Concierge	Scale 3 – SO	0	0	0	0	0	0	0	0	0

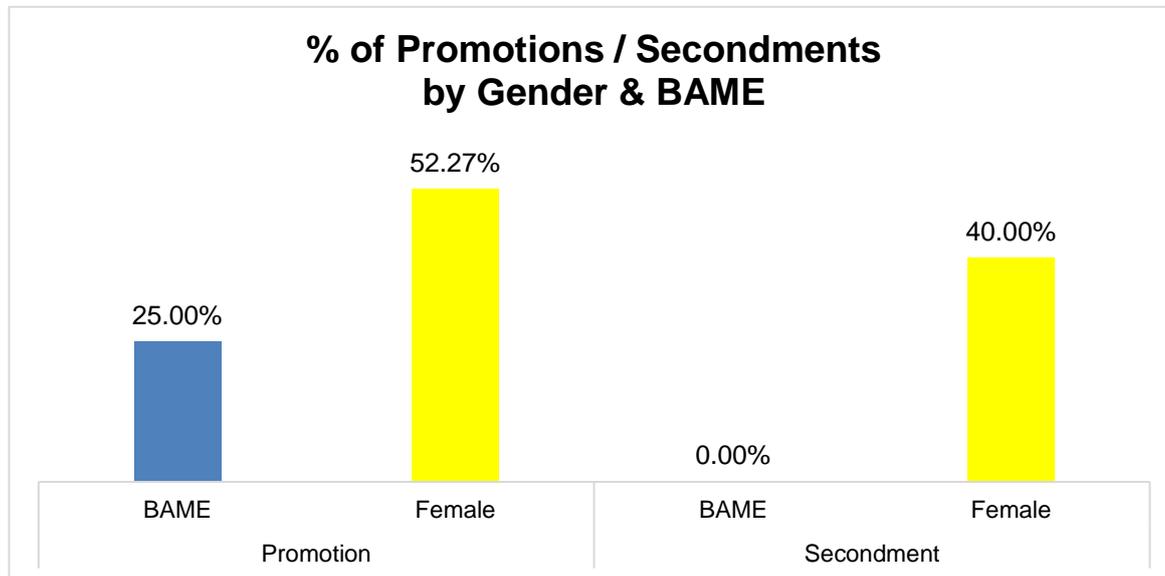
Clerical and Admin	Scale 2 – 5	2	1	0	2	1	0	1	0	0
Trainees/ Apprentices	National rate	0	0	0	0	0	0	0	0	0
Customer Service	Scale 3 – 6	1	0	0	1	0	0	1	0	0
Business Support	Scale 3 – PO	0	0	0	0	0	0	0	0	0

Applicants for External Posts

Number of jobs advertised in the period = 88

Job Roles	Grade Range	Applicants			Shortlisted			Appointed		
		White	BAME	Not Known	White	BAME	Not Known	White	BAME	Not Known
Managers and Supervisors – Property	SO - PO	54	17	7	22	1	0	9	0	0
Managers and Supervisors - Housing	SO - PO	12	5	3	1	1	1	0	1	0
Technical Roles - Property	Scale 4 - 6	4	3	1	2	1	0	2	0	0
Housing Management Roles	Scale 3 – PO	318	221	82	88	47	9	19	14	1
Craft	Craft Rate	57	13	13	15	5	2	3	3	1
Estates and Concierge	Scale 3 – SO	75	64	17	16	9	4	4	3	1
Clerical and Admin	Scale 2 – 5	104	56	15	22	9	0	4	1	0
Trainees/ Apprentices	National rate	0	0	0	0	0	0	0	0	0
Customer Service	Scale 3 – 6	101	60	33	13	13	5	2	1	2
Business Support	Scale 3 – PO	156	93	42	52	16	7	16	2	1

APPENDIX 9: Promotion and Secondments by BAME and Gender
 Promotions = 44 Secondments = 5



APPENDIX 10: Applicants for Training

The training figures refer to applications for Conferences, Further Education, professional qualifications, and NVQ's all of which are requested using the standard application form. All other training such as Health & Safety, Equality and Diversity, IT, Operational, etc is not included in the figures as they are not normally requested on an application form.

Personal Development

5.6% of the organisation requested and received personal development training

Gender

Male – organisation	460
Female – organisation	274

Breakdown	Training Requested	Training Received	% Training Requested	Org. %
Male	11	11	100	2%
Female	28	28	100	10%

Disability

Organisation	Number
Disability	63
Non Disability	671

Breakdown	Training Requested	Training Received	% Training Requested	Org. %
Disabled	3	3	100	4.8%
Non-Disabled	36	36	100	5.36%

Age

Breakdown	Organisation
Under 25	49
25 – 50	374
Over 50	311

Breakdown	Training Requested	Training Received	% Training Requested	Org %
Under 25	2	2	100	4%
25 – 50	28	28	100	7.49%
Over 50	9	9	100	2.9%

Ethnicity

Group	Codes	Training Requested	Training Received	% Training Requested	Organisation %	No. in WH
British	01	31	31		5.6%	556
Irish	02	1	1		0.25%	4
Asian Bangladeshi	03					1
Asian Other	05					1
WH+BC	07					15
WH+AS	08					4
Other White	09					8
WH+BA	11					0
WH Mixed	19					4
Indian	20	3	3		4.5%	67
Pakistani	21	2	2		0.17%	12
Caribbean	30	2	2		4%	50
African	31					5
Other Black	39					2
Chinese	40					0
Any Other	49					1

Not Coded	90					4
Total						

APPENDIX 11: Number of staff who are involved in Disciplinary or Grievance procedures Raised a Grievance

	Ethnicity		Gender		Disabled
	BAME Group	White	Male	Female	
Number	1	2	2	1	0
%	33%	66%	66%	33%	

Grievance raised against them

	Ethnicity		Gender		Disabled
	BAME Group	White	Male	Female	
Number	0	3	2	1	0
%		100%	66%	33%	

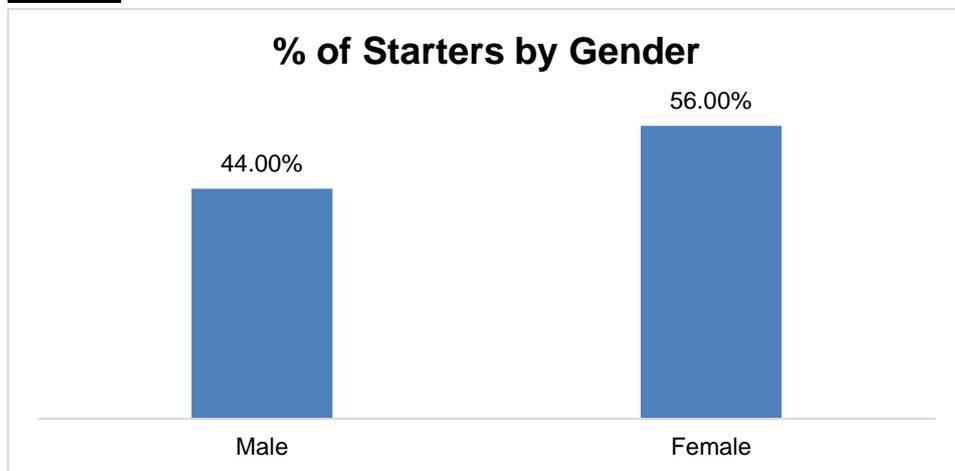
Subject of a Disciplinary

	Ethnicity		Gender		Disabled
	BAME Group	White	Male	Female	
Number	3	3	6	0	0
%	50%	50%	100%		

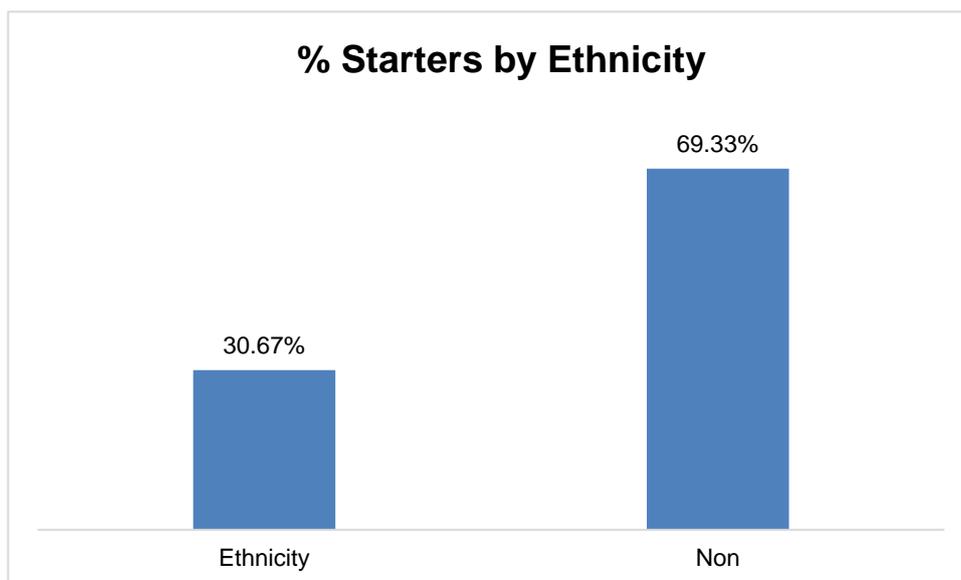
APPENDIX 12: New Starters

Total = 75

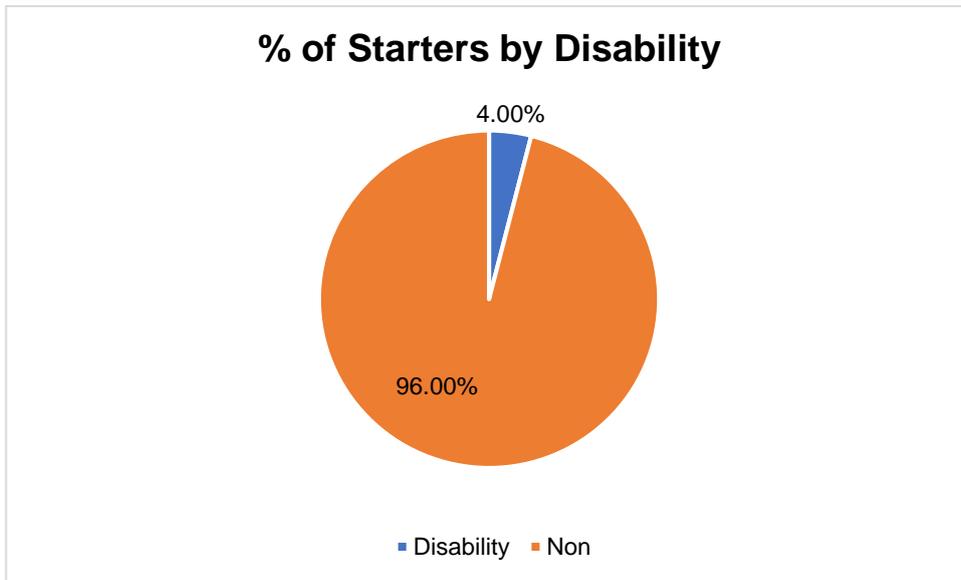
Gender



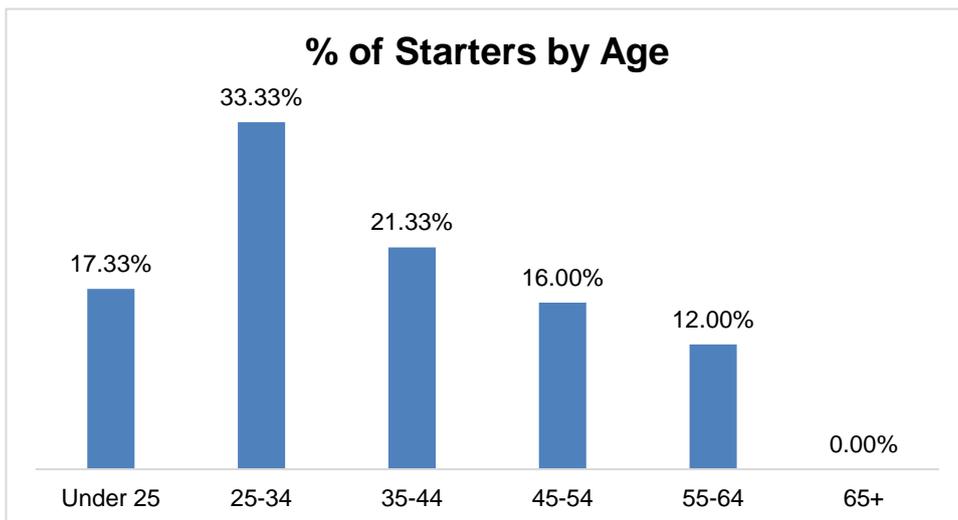
Ethnicity



Disability

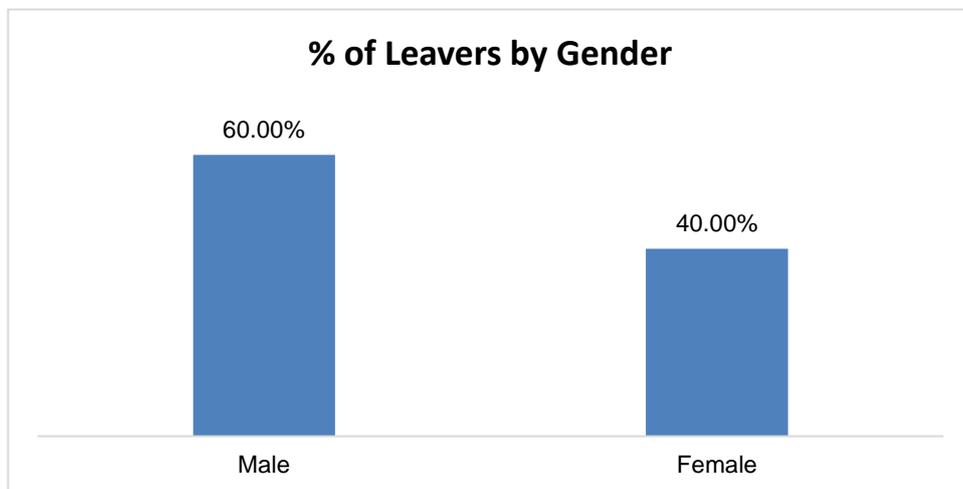


Age

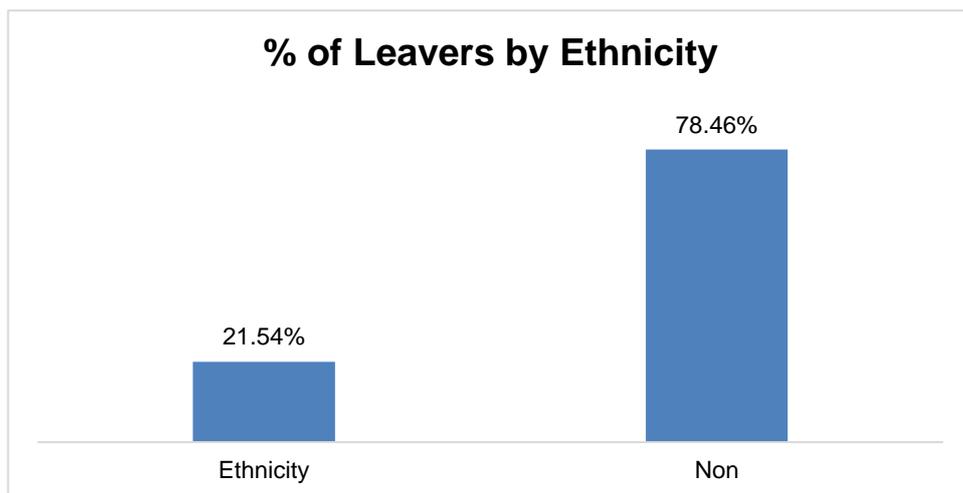


APPENDIX 13: Leavers
Total = 65

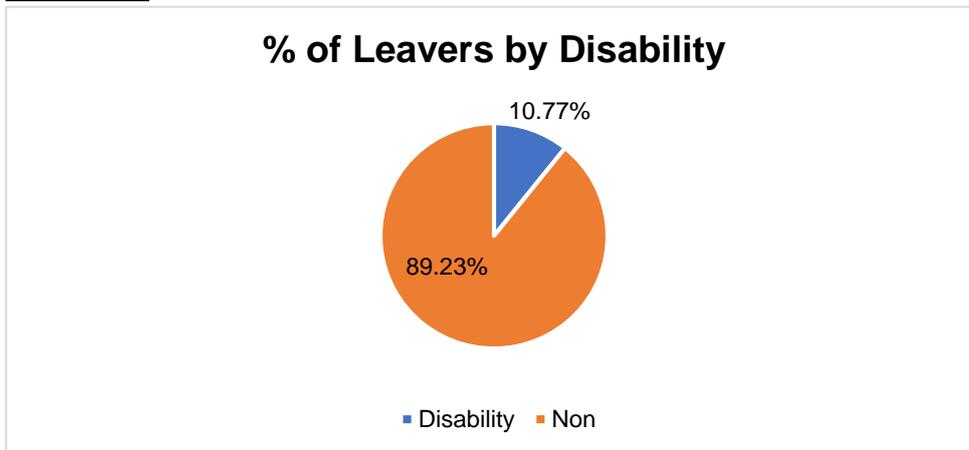
Gender



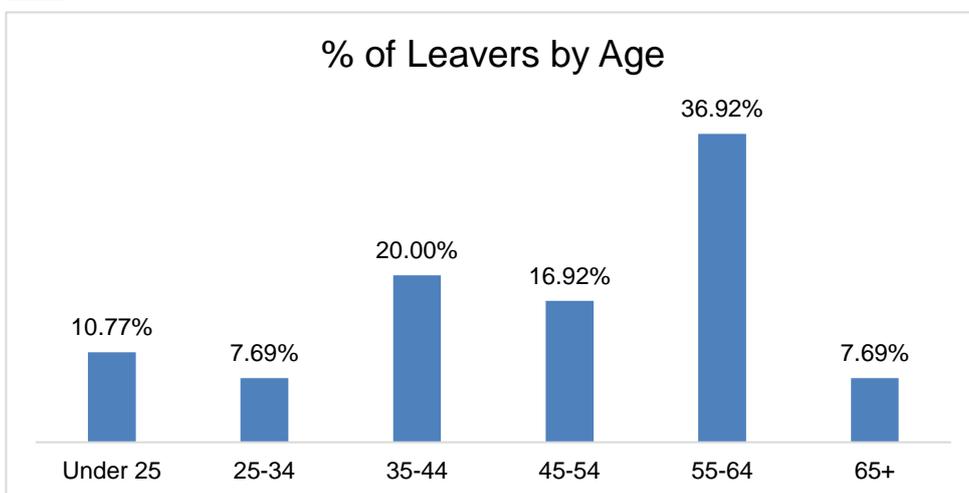
Ethnicity



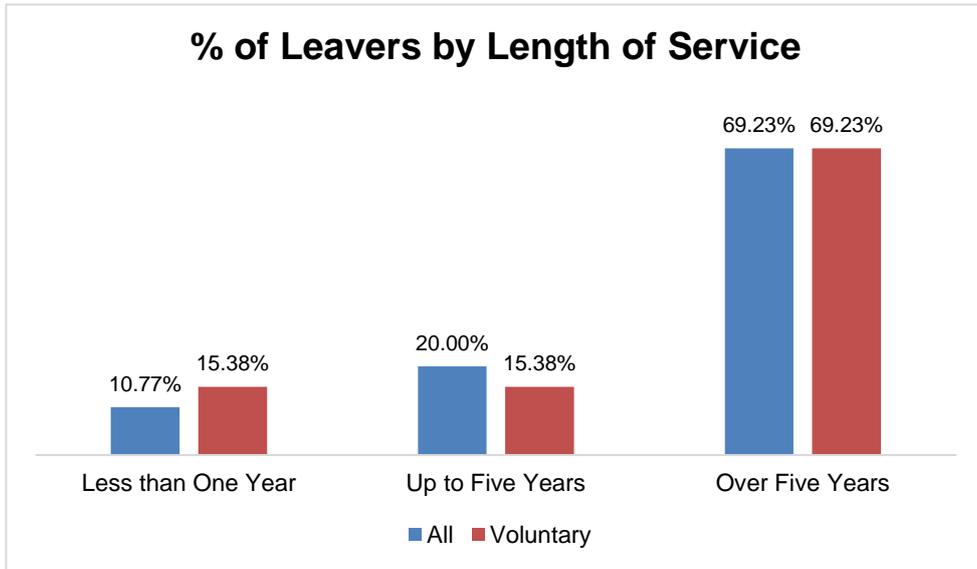
Disability



Age



Length of Service



APPENDIX 14: Attrition Rate

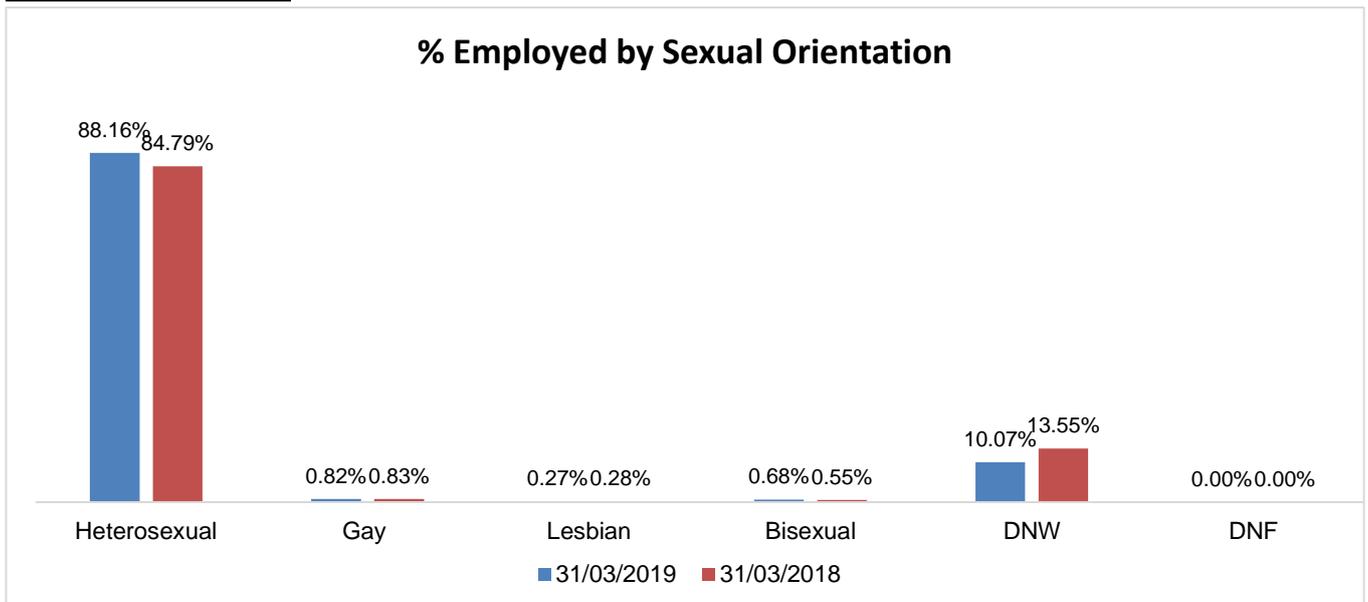
Overall rate 2018/19 = 9.4%

Voluntary rate 2018/19 = 4.9%

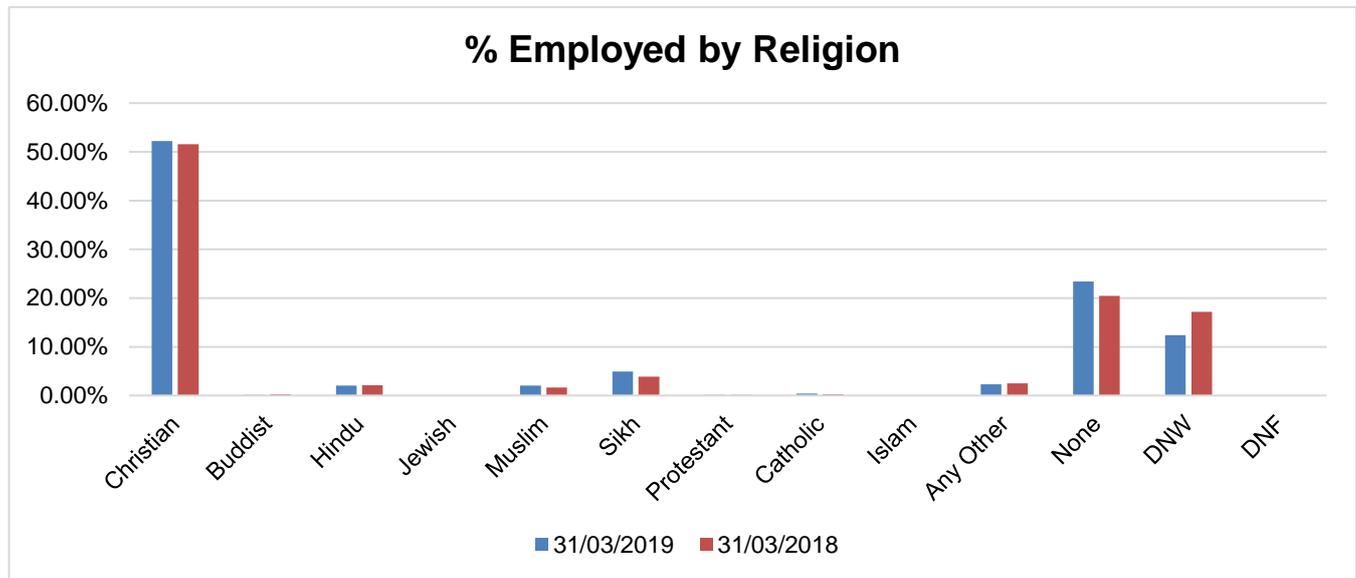
(Using HouseMark methodology)

APPENDIX 15: Other Equality Profiles - Sexual Orientation, Religious Belief, Marital Status, Gender Identity

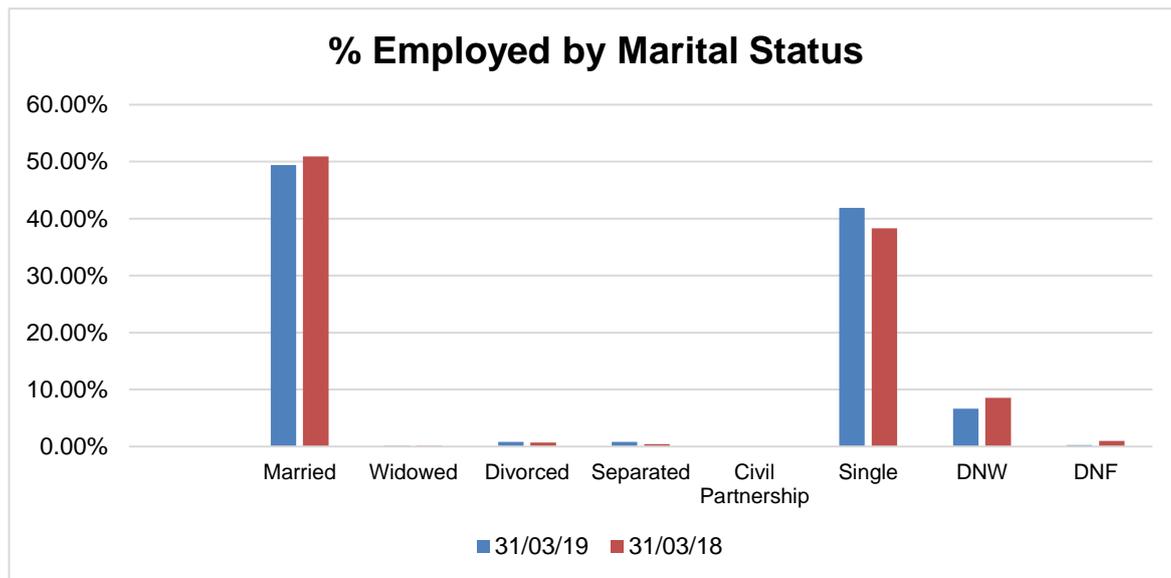
Sexual Orientation



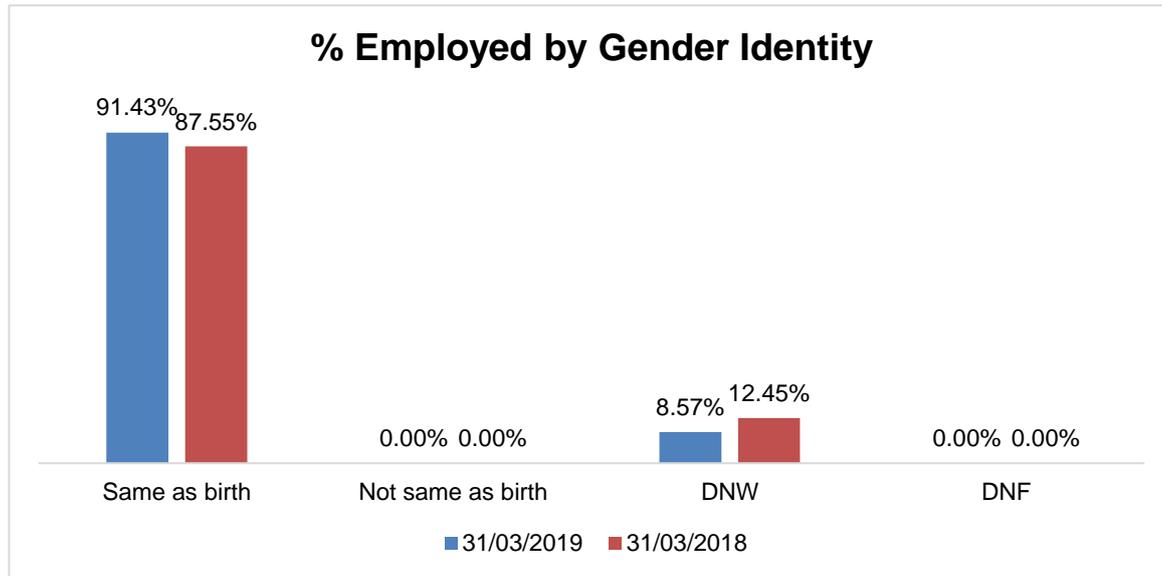
Religion



Marital Status



Gender Identity



Board Report

	Agenda Item 10
	5 July 2019 ICT Development Programme
	Open Report
Status:	For Information
Author and job title:	Eamonn McGirr, Head of Business Improvement
Contact No:	07896 832513
Recommendations:	Board members are asked to note: <ul style="list-style-type: none"> • The ICT Development Programme. • The current situation for the replacement of payment kiosks.
Key risks and contentious issues:	<p>The systems development activity undertaken is a key part of our service infrastructure. The delivery of our core frontline services relies upon the primary Northgate systems.</p> <p>Failure to maintain and enhance our systems would be of significant risk to the effective delivery of services.</p> <p>Risk that we cannot get replacement kiosks in place before the existing kiosks are no longer compliant.</p>

Management Summary

1.0 Purpose

- 1.1 To update the Board on the overarching ICT development programme that is detailed as an appendix.
- 1.2 For Board to note the revised approach for payment kiosks.

2.0 Programme update

- 2.1 The programme for 2019 - 20 focusses on a number of key projects. Of primary importance are the upgrades to the latest versions of the Northgate Public Service Ltd (NPS) Housing system 6.18. The Housing upgrades not only ensure we stay on a supported release but also deliver bug fixes and legislative changes. This year's release contains a new user interface, which improves the screen layouts and simplifies many of the processes. It also paves the way for a number of new products to be introduced.
- 2.2 We have introduced a new online service solution, Housing Online, which replaces the old Online Self-Serve product. Currently Choice Based Lettings (CBL) is still on the old system but we are building the new version of CBL, which will be a phased approach. The first step is to get to the new release as part of the Northgate 6.18 upgrade. Then release the new CBL, followed by a review of Housing Advice and Housing Options. Our aim is to improve the user experience with a more fluid process.
- 2.3 The upgrade to 6.18 has had to work alongside the introduction of the new dynamic scheduler (Kirona DRS) into the repairs service. The new scheduler went live at the beginning of April but without online repair bookings. We are introducing the new repair bookings solution, which is built, following the settling in period for DRS within the business. This is indicated as amber on the plan as is slightly behind our predicted date for go live.
- 2.4 We are building a business case to support the purchase of performance dashboards and improved reporting tools. This will support our focus on performance and help the business with improved access to operational and strategic information. The new dashboards and improved reporting systems will help to provide true business intelligence to enable us to focus our resources on those individuals and groups that need it the most.
- 2.5 To enable use of dashboards and profiling of customer data we are doing some preparation work to ensure our data is correct and of a high quality. A part of this is the upgrade of our Documents Management system (NPS Information at Work). The new version will work in a web-browser and so support our mobile working arrangements.
- 2.6 Our Business Transformation review in Repairs has started. Our ambition is to have the best performing repairs service in the sector. We will do this by ensuring all elements of our service are joined up with a streamlined process. The aim is to improve the quality of our service by delivering repairs right-first time. This will reduce the costs of re-work and follow-on work. The transformational work is a key part of our value for money strategy.

2.7 It is expected that the Transformation programme will generate a number of change requests for our ICT systems including the specification for phase-2 of DRS.

3.0 Programme Issues – Project Payment Kiosks

3.1 We are currently working on the replacement of our four payment kiosks. An issue has arisen that could impact this work.

3.2 CWC are carrying out some work on the Agresso system that will run to the end of December, which would impact the building and testing of interfaces.

3.3 In terms of mitigating this risk, we are working with CWC on the option of utilising some of their under-used kiosks.

4.0 Financial and value for money implications

4.1 The ICT Development Programme is part of our Invest to Save strategy. Each project is backed up by the Business Plan and supported by a business case.

4.2 The investment required to support the next steps of the programme is detailed within the Medium Term Financial planning report, also being considered by Board.

4.3 We are negotiating with our main supplier, NPS, for a more cost-effective model to support the three-year programme going forward as our plans do focus on continued improvement and development of the integrated Housing platform. There is a partnership opportunity being explored and a verbal update will be made at the Board meeting.

5.0 Legal implications

5.1 Any legal implications for projects on the programme will be indicated within the individual business cases that support the projects. There are none at the programme level.

6.0 Human resources implications

6.1 The programme has been defined based on the current resource levels. However, where a business case indicates there are benefits to accelerate the delivery of one or more projects, then we will look to source additional resources to delivery at an increased pace. Commonly each new initiative will also be supported by bespoke consultancy advice and again this could feature through any NPS partnership approach.

7.0 Health and safety implications

7.1 Any health and safety implications would be covered by the individual projects. There are none at the programme level.

8.0 Equalities implications

8.1 Any equality implications would be addressed at the project level and supported by an equality impact assessment. There are no equality implications at the programme level.

9.0 Impact on the environment and community

9.1 None at the programme level.

10.0 Long term consequences for the company

10.1 The ICT programme supports the Business Plan and will help to achieve our transformation programme and value for money strategy.

10.2 We will continue to look for invest to save opportunities and incorporate these in to the three-year programme.

11.0 Impact on business relationships with suppliers, customers and others

11.1 The ICT programme looks to realise benefits from our existing investments. Our core systems are provided by NPS. We will work closely with NPS to ensure we see an increased return on our investment and ensure the product delivers value to our business.

11.2 We will continue with our current ICT strategy, which is to provide a core integrated Housing system and look at the benefits of bringing discrete systems in to the integrated platform.

12.0 Impact on Wolverhampton Homes' Management System

12.1 The programme will become a controlled document and added to the management system.

Date: Following the Board meeting

Officer responsible: Eamonn McGirr

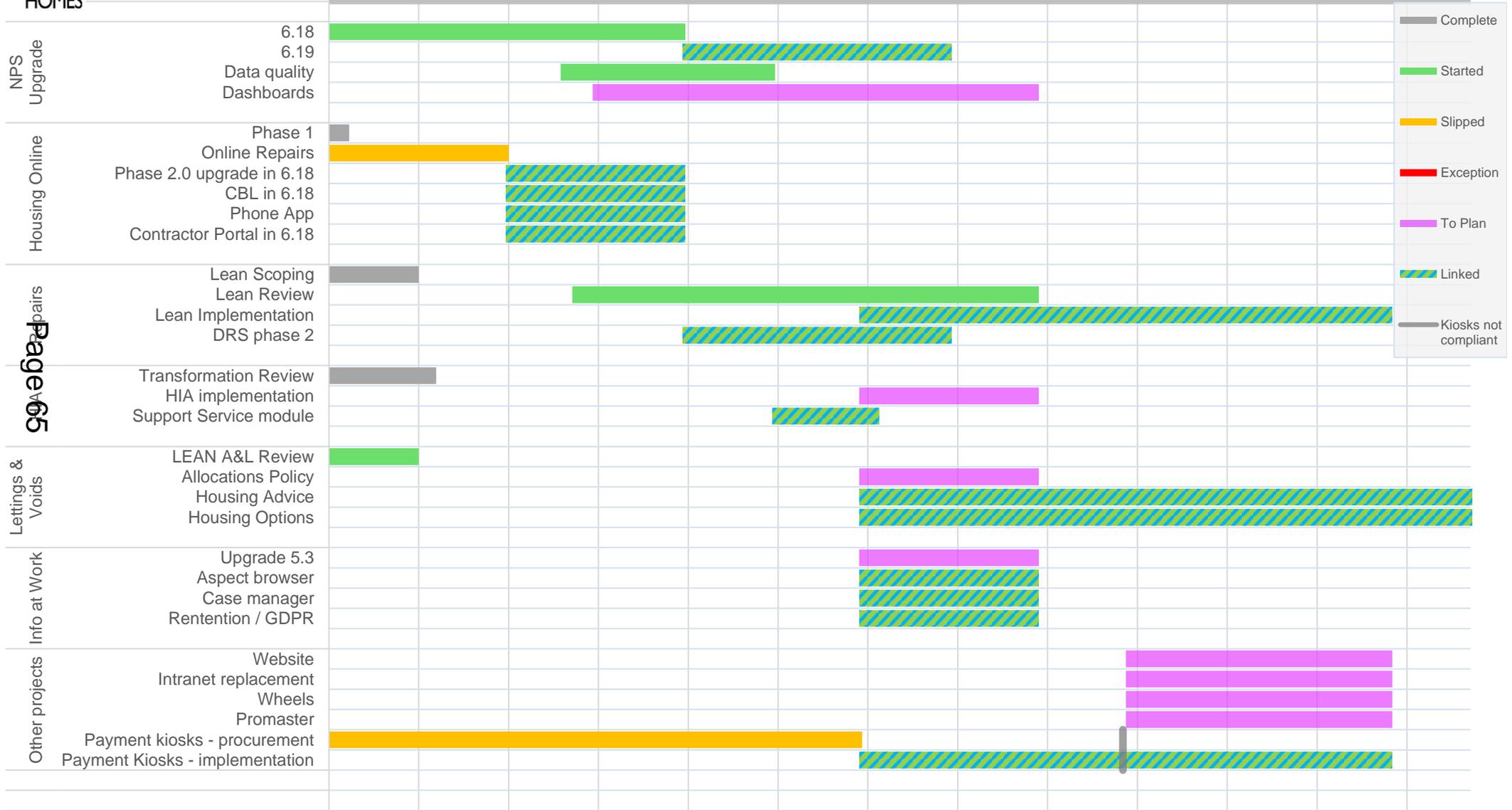
13.0 List of Appendices

13.1 Appendix 1: Business Improvement - Programme timeline 2019 - 2020



Appendix 1: Business Improvement – Programme timeline 2019 - 2020

Apr/19 May/19 Jun/19 Jul/19 Aug/19 Sep/19 Oct/19 Nov/19 Dec/19 Jan/20 Feb/20 Mar/20 Apr/20



Main Project list – Current view July 2019

Area	Project	START	END	Legend	Comment
NPS Upgrade	Northgate v6.18	01/04/19	30/07/19	Started	UAT complete, pending few issues and links to DRS / HOL
	Northgate v6.19	01/08/19	01/11/19	Linked	July and September release
	Data Quality	20/06/19	01/09/19	Started	To look at improvements in Data Quality
	Dashboards, Data warehouse	01/07/19	01/10/19	To Plan	NPS working on quote, to lead to business case for SMT
Housing Online	Phase 1	01/04/19	07/04/19	Complete	Went live beginning of April, without Repairs booking online
	Online Repairs	01/04/19	01/06/19	Slipped	Some slippage due to complications with build of DRS. Decision on go-live date with Repairs steering group.
	Phase 2.0 upgrade in 6.18	01/04/19	01/08/19	Started	Upgrade of HOL in 6.18
	CBL in 6.18	01/06/19	01/08/19	Linked	CBL build in 6.18, asked to reduce HAF complexity
Repairs	Phone App	01/06/19	01/08/19	Linked	Following the release of HOL phase 2
	Contractor Portal in 6.18	01/06/19	01/08/19	Linked	Rebuild in 6.18
	Lean Scoping	01/04/19	01/05/19	Complete	1/4/19
	Lean Review	24/06/19	01/07/19	Started	
HIA	Lean Implementation	01/07/19	01/01/20	Linked	1/7/19
	DRS phase 2	01/08/19	01/11/19	Linked	Phase 2 specification to follow the transformation review
	ICT requests from Transformation	01/08/19	01/12/19	To Plan	Expected other development requests following the review
	Transformation Review	01/04/19	07/05/19	Complete	1/4/19
Lettings & Voids	HIA implementation	01/10/19	01/12/19	To Plan	1/10/19
	Support Service module	14/09/19	01/01/20	Linked	Support services module - project case management tool
Lettings & Voids	LEAN A&L Review	01/04/19	01/06/19	Started	1/4/19
	Allocations Policy	01/10/19	01/12/19	To Plan	Expected change requests following Policy change
	Housing Advice	01/10/19	01/12/20	Linked	Leave until after 6.19 HOL go live
	Housing Options	01/10/19	01/12/20	Linked	Leave until after 6.19 HOL go live

Information at Work	Upgrade 5.3	01/10/19	01/12/19	To Plan	Upgrade - enables browser view (enable mobile working)
	Aspect browser	01/10/19	01/12/19	Linked	Browser view
	Case manager	01/10/19	01/12/19	Linked	new build (HR/Court team)
	Retention / GDPR	01/10/19	01/12/19	Linked	new build
Other projects	Website	01/01/20	01/04/20	To Plan	Fiona lead from Comms, needs business case
	Intranet replacement	01/01/20	01/04/20	To Plan	Nicky Lead, needs business case, and look at options for wheels
	Wheels	01/01/20	01/04/20	To Plan	To be included in the intranet business case
	Promaster	01/01/20	01/04/20	To Plan	Follow on work after the move to cloud (performance/mobile/options appraisal)
	Payment Kiosks	01/08/19	01/12/19	Exception	Risk- possible delay to new kiosks due to Agresso project.

This page is intentionally left blank