



Wolverhampton Homes

Open Board Meeting

30 June 2023

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes
Venue The Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, WV11 1XU

Membership

Steve Finegan
Hajrija Dergic
Parveen Brigue
Joy McLaren
Victor Browne
Councillor Jonathan Crofts
Councillor Rita Potter
Councillor Susan Roberts MBE
Councillor Zee Russell

Information

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

Contact The Business Assurance team
Tel/Email 01902 552956; WHSBusinessAssurance@wolverhamptonhomes.org.uk
Address The Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, WV11 1XU

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Agenda

<i>Item No.</i>	<i>Title</i>
1	Apologies
2	Declarations of interest
3	Minutes of previous open Board meeting - 24 March 2023 (Pages 3 - 8)
4	Matters arising

FOR DECISION

5	Corporate Health and Safety Policy - Annual update 2023 - 2024 - Michael Hough, Health and Safety Manager (Pages 9 - 34)
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FOR INFORMATION

6	Equality Monitoring Annual report 2022 - 2023 - Emma Rolinson, Head of People (Pages 35 - 58)
7	Learning and Organisational Development Annual update 2022 - 2023 - Sarah Butcher, Head of Organisational Development and Staff Engagement (Pages 59 - 72)
8	Revenue Outturn position 2022 - 2023 - Jo McCoy, Finance Business Partner, City of Wolverhampton Council (Pages 73 - 86)

M I N U T E S



Meeting: Open Board Meeting
Date: Friday 24 March 2023
Venue: Wednesfield Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, Wolverhampton
Time: 09:30 am

MEMBERS IN ATTENDANCE: -

Steve Finegan	-	Acting Chair – Independent Board Member
Councillor Asha Mattu	-	Board Member – Councillor
Councillor Jonathan Crofts	-	Board Member – Councillor
Councillor Rita Potter	-	Board Member – Councillor
Councillor Zareena Russell	-	Board Member – Councillor
Hajrija Dergic	-	Board Member – Independent
Parveen Brigue	-	Board Member – Independent
Victor Browne	-	Board Member – Tenant

STAFF IN ATTENDANCE: -

Shaun Aldis	-	Chief Executive
Julie Haydon	-	Director of Corporate Services
Angela Barnes	-	Director of Homes and Communities
Emma Rolinson	-	Head of People (Report presentation only)
Jackie Wilkinson	-	Executive Assistant (minutes)
Jessica Whitehouse	-	Business Assurance Manager
Neil Causer	-	Repairs Manager (Mechanical & Electrical)
Kevin Manning	-	Assistant Director of Housing Strategy
Nicky Devey	-	Head of Business Services
Simon Bamfield	-	Head of Assets and Stock Investment

STAFF IN ATTENDANCE – CITY OF WOLVERHAMPTON COUNCIL: -

Lynda Eyton	-	Client Relationship Manager - Housing Management Agents
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1.0	Apologies	
1.1	<ul style="list-style-type: none"> - Derek Allen, Independent Board Member - Mike Porter, Tenant Board Member - Joy McLaren, Tenant Board Member 	
2.0	Declaration of Interest	
2.1	<ul style="list-style-type: none"> - Victor Browne, Tenant Board Member 	
3.0	Remembering Angela Davies (Chair of Wolverhampton Homes)	
3.1	A minute of silence was observed in respect of Angela Davies, with Board members sharing their own personal memories of their time spent with Angela.	
3.2	Thanks were given for Angela's years of service to Wolverhampton Homes and noted the loss that the company has felt.	
4.0	Confirmation of Acting Chair	
4.1	Steve Finegan, Independent Board member was confirmed as chairing the Open meeting, with Board members asked to note the Interim Chair arrangements are included on the Confidential Agenda.	
5.0	Minutes of previous Open Board Meeting – 09 December 2022	
5.1	Agreed as a true record.	
6.0	Matters arising	
6.1	8.1 of the previous open Board minutes – reference to alterations on the Graiseley estate in order to improve access for the fire service. Confirmation provided that no other areas were affected by this issue.	
6.1.1	Action: Access to be reviewed where there is scaffolding located on Heath Town estate.	SB
6.2	8.2 of the previous open Board minutes (Voids) process – confirmed this item is on the Board forward plan with a separate Internal Audit being undertaken. This will be presented to Board in due course.	

For Decision		
7.0	Modern Slavery Statement - Emma Rolinson, Head of People	
7.1	<p>Further details were shared with Board members in relation to:</p> <ul style="list-style-type: none"> - Procurement - WH expects suppliers to share the approach to company values, including the recruitment process. - WH are involved in a safer partnership approach and have close liaison with police and other support agencies - Active involvement in relation to the checks conducted within the private sector with referral processes in place. - Specialist teams within CWC work closely with refugees and migrants to raise awareness on modern slavery including signposting, advice, guidance, and reporting methods. - Think Family programme - due to commence, launched by Government with the aim of raising awareness to all tenants. - See It Report It (SIRI) is a key part of the work WH undertakes on this subject with mandatory training in place for staff. - CWC Safeguarding team – WH have an officer based with the Multi-Agency Safeguarding Hubs (MASH) team. 	
7.1.1	<p>Action: My Learning Hub link to be shared with Board members.</p> <p>Resolved: Board Members approved the Modern Slavery Statement for Wolverhampton Homes.</p>	ND
8.0	Capital Programme 2023 - 2024 - Simon Bamfield, Head of Assets and Stock Investment	
8.1	<p>Board members were provided with further detail in relation to a number of areas including:</p> <ul style="list-style-type: none"> - New boilers installed to end of life properties - due to the time it can take to complete decommissioning and demolition, with safety requirements still need to be met. - Decent Homes Standard - the importance of maintaining this for the future life of properties until demolition. - Record keeping in place to ensure where possible, new installations can be re-used. - Ventilation - improvements being carried out when refurbishment work is completed with the aim to achieve an Energy Performance Certificate (EPC) A or B status. - Passive housing principles have been used as part of a trial, however, the cost is high. WH is currently liaising with an organisation called Energiesprong who use a prefabricated modular approach to doing retrofits. Pilot programme to be commenced, applying their principles to 10 properties. 	

8.1.1	<p>Action: Board Strategy Away day – focus on Property to include:</p> <ul style="list-style-type: none"> - Site visit to individual projects – sharing of information on the refurbishment processes and sustainability issues. - Carbon Reduction Strategy to be presented <p>Resolved: Board Members endorsed the investment priorities identified within this report for the Capital Programme 2023 - 2024.</p>	ND
9.0	<p>Medium-Term Capital Investment Plan 2023 - 2024 to 2027 - 2028 (5 years) - Simon Bamfield, Head of Assets and Stock Investment</p> <p>9.1 Details were shared with Board members in respect of:</p> <ul style="list-style-type: none"> - Project completion – Covid-19 delays now progressed bringing timescales into plan. - Project monitoring - risk is significantly diminished following analysis of the projects with escalation and notification processes in place should this change (including to SMT and Board). - Point 9.1 contained within the report - refers to investment in maintaining existing stock. - Leaseholders – application of charges where leases state an equal proportion will be contributed towards the cost of any work undertaken. That the landlord, will ensure costs are as low as possible and consider the most cost-effective solution in terms of what leaseholders are charged. Where work is high cost, leaseholders are charged the lowest option to try and mitigate the costs. <p>Resolved: Board Members endorsed the priorities for investment identified in medium-term capital investment plan.</p>	
10.0	<p>Revenue Budget 2023 - 2024 and Medium-Term Financial Strategy update 2023 - 2024 to 2027 - 2028 - Julie Haydon, Director - Corporate Services</p> <p>10.1 Board members were updated on a number of key areas in relation to financial planning for the year including:</p> <ul style="list-style-type: none"> - IT costs - additional costs burden due to third party costs being passed on via the service level agreement. - Digital - utilisation of digital platforms to allow customers to self-serve alongside the development of the customer App – Engage. 	

	<ul style="list-style-type: none"> - Vacancy management – recruitment is closely managed through SMT to ensure that any vacant roles are reviewed prior to agreement. - Recruitment challenges – ongoing in relation to filling specialist posts which in turn impacts on sustained and increased spend with contractors. - REACH programme – supporting the city’s priority around 18-24 youth unemployment in Wolverhampton, providing young people the opportunity to gain work experience to develop job seeking skills. - Requisitioner and administration review – pilot underway to review potential efficiencies via the introduction of a centralised function. - Customer offer – using digital platforms to reduce transactional costs, and to improve self-serve options alongside the provision of a tailored service to those customers who have known vulnerabilities. Systems will be utilised to ensure scheduling of appointments is seamless. - Family hubs – CWC project looking at co-location of services across the city to ensure a holistic approach providing community-based services. - Data – use of data to drive decision making and identify potential new ways of working. <p>Resolved: Board Members approved the:</p> <ul style="list-style-type: none"> - Outline Revenue Budget for 2023 - 2024 - Medium-Term Financial Strategy for the financial year 2023 - 2024 to 2025 – 2026 	
<p>11.0</p> <p>11.1</p>	<p>Rents and Service Charge Annual update - Wolverhampton Homes owned properties - Angela Barnes, Director - Homes and Communities</p> <p>Board members were updated on the city council’s social housing rent increase, the increase applied to WH owned properties, and confirmation that no uplift is being applied to service charges at this time.</p> <p>Resolved:</p> <p>Board members ratified the approval for the:</p> <ul style="list-style-type: none"> • increase in rent charges to be applied to property in the ownership of Wolverhampton Homes <p>Board members noted the content of the report in relation to:</p> <ul style="list-style-type: none"> • Maintaining the current level of charges associated with the provision of the Tidy Garden scheme 	

For Information		
12.0	Rents and Service Charge Annual update (presentation) - impact and support mechanisms - Angela Barnes, Director - Homes and Communities	
12.1	<p>Further background information was provided to Board members in relation to the support mechanisms in place for customers following the rent and service charge increase applicable to Landlord owned homes managed by Wolverhampton Homes:</p> <ul style="list-style-type: none"> - Eviction rates and tenancy support interventions in place to avoid the risk of eviction. - Income and expenditure checks are completed for hardship fund applications which are made via the Money Smart team i.e. funding for heating, food, or clothing. - Rent arrears letter – standard templates are hand delivered to ensure attempts to engage with the customer to identify support needs are maximised, with future work planned to revise the content of all customer correspondence. <p>Resolved: Board members noted the content of the presentation.</p>	
13.0	Revenue Forecast for 2022 - 2023 - Quarter 3 - Julie Haydon, Director - Corporate Services	
13.1	<p>Confirmation was provided to Board members in relation to:</p> <ul style="list-style-type: none"> - The Quarter 3 forecast in terms of proposed overspend against the budget. - Proposed contribution from reserves. - Continued scrutiny from SMT in relation to and non-pay, capital and revenue - Budget monitoring - in place with CWC Finance. - CWC Financial Issues Group (FIG) – attendance by WH senior management on a quarterly basis, chaired by the council's Section 151 officer. - Financial pressures - recognition of the financial demands outside of the company's control in relation to unprecedented worldwide, national, and local issues, e.g. rising fuel and material costs, recruitment market forces etc. <p>Resolved: Board members noted the Revenue outturn forecast for 2022 - 2023 as at Quarter 3.</p>	
14.0	A.O.B.	
14.1	No other items of business were raised.	

Board Report

	Agenda Item 5
	30 June 2023 Corporate Health and Safety Policy – Annual update 2023 - 2024
	Open Report
Status:	For Decision
Author and job title:	Michael Hough – Health and Safety Manager
Contact No:	07816 085086
Recommendations:	Board Members are asked to approve the annual update to the Wolverhampton Homes Corporate Health and Safety Policy 2023 - 2024.
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 Board members.</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 Board member approval for the annual update to the Wolverhampton Homes Corporate Health and Safety Policy 2023 - 2024.

2.0 Background

- 2.1 It is a legal requirement under Section 2 (3) of the Health and Safety at Work etc. Act 1974 to have a written Health and Safety policy in place.
- 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 Health and Safety Policy was last updated in June 2022.
- 2.4 The main changes in this update are:
 - 1. Updated Organisational Structure following amendments to Senior Management Team roles.
 - 2. Job titles updated, for the inclusion of Supervisors, in line with changes throughout the document.
 - 3. Removal of reference to Board Health and Safety Champion.

3.0 Financial and value for money implications

- 3.1 Health and Safety breaches can result in Sanctions include fines, imprisonment, and disqualification.

4.0 Legal and regulatory implications

- 4.1 Health and Safety law places duties on organisations. There is a specific legal requirement have an up to date Corporate Health and Safety Policy.

5.0 Human resources implications

- 5.1 Employers and Directors can be personally responsible if Health and Safety duties are breached.

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. As a significant presence in the West Midlands, Wolverhampton Homes is a high-profile employer, particularly if things go

wrong or as an employer, effective health and safety management cannot be demonstrated.

7.0 Equalities implications

7.1 Has an equality impact assessment been carried out? **In process.**

8.0 Impact on the environment and community

8.1 Wolverhampton Homes conducts a number of activities across its estates including via project activities, use of equipment, and infrastructure which can increase community exposure to risks and impacts which are all taken into consideration via the Risk Assessment process to ensure the safety of its customers and the public.

9.0 Long term consequences for the company

9.1 A Health and Safety Policy that is fit for purpose 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 our 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 noted within this report arising from the impact of or post impact of Covid-19.

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: 07/07/2023

Officer responsible: Kellie MacDonald

13.0 List of Appendices

13.1 Appendix 1: Draft Corporate Health and Safety Policy 2023 - 2024

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Appendix 1

Draft Corporate Health and Safety Policy

2023 - 2024

Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Director - Corporate Services	Wolverhampton Homes Board	Chief Executive	July 2023	July 2024
Julie Haydon		Shaun Aldis		

Document History

Version	Summary of changes	Document Status	Date
V1.0	Annual refresh	Draft	June 2023

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Wolverhampton Homes Health and Safety Policy 2023 - 2024

1.0 Introduction

This policy identifies the key elements of the health and safety management system. It details the commitment of Wolverhampton Homes (WH) to continually maintain and improve the health, safety and welfare of its staff, customers and others who may be affected by the service delivery, activities, and actions of WH.

It is essential that risks to health and safety are properly controlled through an effective health and safety management system that has the 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.

In committing to improving health and safety performance, the company 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 the continual improvement of 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 and culture.

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 to ensure continuous improvement to health and safety performance and culture.

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, as 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.



Shaun Aldis - Chief Executive Wolverhampton Homes

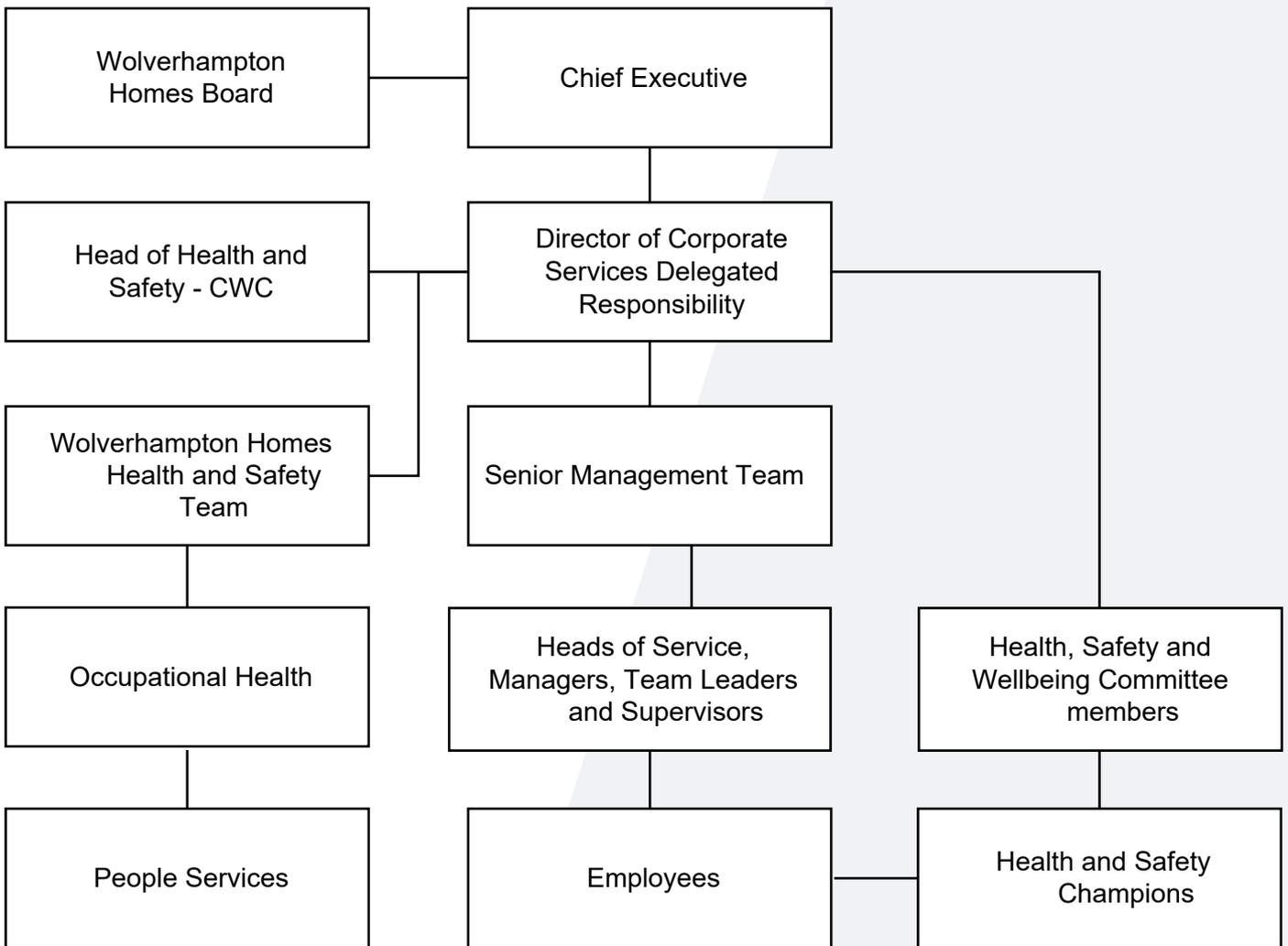
Steve Finegan - Acting Chair Wolverhampton Homes Board

3.0 Organising for Health and Safety

Any employee 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 as detailed in the organogram below:



4.0 Wolverhampton Homes Board

Wolverhampton Homes Board accept their responsibilities to ensure effective implementation of health and safety systems and procedures and 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 the 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.
- follow good practice set out by the Health and Safety Commission, and that of the Institute of Directors as referred to in the 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.

5.0 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 and will:

- accept, by signing off this policy, that they have overall accountability for the day-to-day management of health and safety.
- appoint a member of the Senior Management Team (SMT) 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 by Board members.

6.0 Director of Corporate Services – Delegated responsibility for Health and Safety

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

7.0 Members of Senior Management Team

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 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 from the City of Wolverhampton 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, team leaders 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 teams health and safety plans adequately reflect the corporate health and safety objectives.
- establish management arrangements within 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 and safety legislation, best practice, and relevant management standards, with regards to their specific area of responsibility.
- actively encourage the participation and involvement of their staff in relation to health and safety matters.
- demonstrate their own commitment by acting as exemplars for health and safety, undertaking periodic safety inspections of the workplace.

8.0 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 Director of 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 2002.
- provide training and awareness to the Wolverhampton Homes employees responsible for undertaking the assessments to ensure they can 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 pretender 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, assess the need for investigation, and where necessary, in accordance with Wolverhampton Homes policy, will 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.

9.0 Managers, Team Leaders, and Supervisors

The managers, team leaders and supervisors include all members of staff with responsibility for managing and directing the activities of others.

Managers, team leaders 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 Health and 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.
- 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 member of SMT or Head of Service as requested on all matters of health and safety.
 - Undertake 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 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.
 - ensure that all employees are aware of the first aid arrangements.

10.0 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, Wolverhampton Homes 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 be aware of health and safety arrangements for their 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 line manager.
- 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 always observed.
- 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 line manager 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.

11.0 People Services Team (HR)

HR will assist and support the implementation of this policy. 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.

12.0 Learning and Organisational Development

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

They will:

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

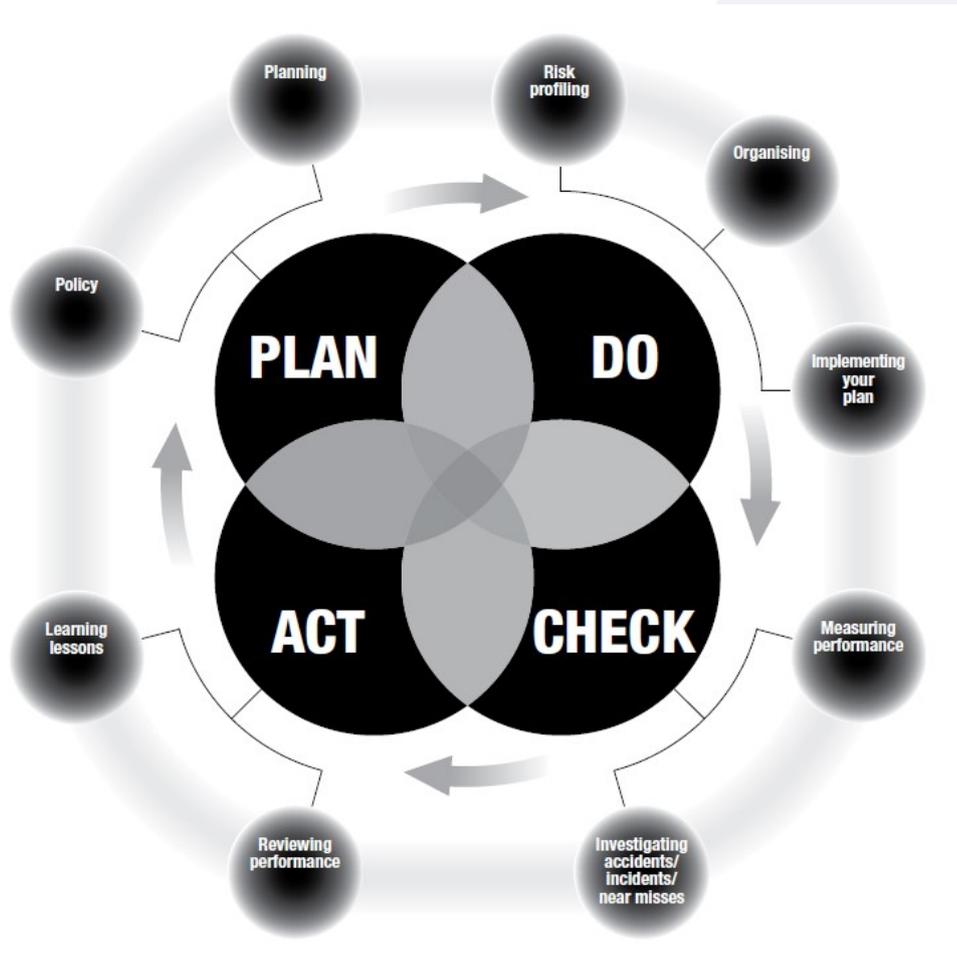
City of Wolverhampton Council Health and Safety Advisers and Wolverhampton Homes Health and Safety Team shall:

- be responsible to the Director of Corporate Services for monitoring and improving the organisations health and safety standards.
- ensure that the organisations Corporate Health and Safety Policy is produced 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, SMT, 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 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (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 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.

13.0 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 Wolverhampton Homes health and safety procedures 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.

14.0 Measuring our Health and Safety Performance

Measurement is essential to maintain and improve health and safety performance. It is important that the organisation understands the status, is aware of the planned outcomes and can identify any gaps and reasons why.

Performance is measured using active monitoring (Checking before things go wrong) and reactive monitoring. (Checking when things did not 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 big seven landlord compliance duties (Asbestos, Damp and mould, Fire, Gas, Electricity, Passenger Lifts, Legionella).

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 and to the Audit and Business Assurance Committee on a quarterly basis and annually to Board.

15.0 Auditing and reviewing

Health and Safety Management audits are used to check that the 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 timescale.
- communicating audit outcomes to relevant meetings and committees.

16.0 Consulting on Health and Safety

Effective consultation is essential to ensure that WH can satisfy its commitment to promote a collaborative approach.

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

17.0 Statutory Safety Representatives

Safety Representatives are the statutory representatives of employees nominated through the recognised Trade Unions to ensure that measures are taken to ensure the health and safety of employees, and to consult with management on the development of the Corporate Health and Safety Policy.

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 to pursue their function or undertake training necessary to effectively fulfil their duties.

18.0 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 Director or nominated person
- 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.

19.0 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 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 or nominated attendance from:

- Chief Executive or the Director of Corporate Services (Chair) – **WH**.
- Senior Management Team or a representative – **WH**.
- 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 – **CWC**.
- Head of Business Services – **WH**.
- Health, Safety and CMC Manager – **WH**.
- Recognised Trade Unions (minimum of one from two of the three recognised trade unions) **UNITE, GMB and Unison**.

Meetings will be:

- held quarterly and scheduled annually in advance.
- recorded in minute format, with action points and minutes distributed within ten working days of the date of the meeting.

- supported by relevant documentation including the agenda and relevant papers distributed to members of the group, five working days in advance of the meetings.

20.0 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 health and safety SharePoint page.
- 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 or text service to provide information on health and safety as required.
- 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 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 and maintained appropriately.

Fire Marshals

Fire Marshals will be appointed by Wolverhampton Homes Ltd in all workplaces to ensure 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 health and safety policy, know, and understand their responsibilities 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.
- 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
Management of Asbestos	Head of Asset and Stock Investment	Building Solutions Manager (Asbestos) Asbestos Safety Compliance Officer Asbestos Team Supervisors
Management of Legionella	Head of Compliance	Property Supervisor – Legionella
Management of Gas	Head of Compliance	Contract Manager Repairs Manager M&E Property Supervisor (Gas)
Management of Fire	Head of Asset and Stock Investment	Building Safety Manager Fire Safety Compliance Officers (x2)

Management of Electricity	Head of Compliance	Property Supervisor (Electrical) Mechanical and Electrical Manager Repairs Manager M&E (Duty Holder NICEIC)
Management of Passenger Carrying Lifts	Head of Compliance	Contract Manager

Site Duty Holders for WH Offices

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

- Asbestos
- Damp, mould and condensation
- Electrical
- Fire
- First Aid
- Gas General Environment
- Legionella
- Passenger Carrying Lifts

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Board Report

	Agenda Item 6
	30 June 2023 Equality Monitoring Annual report 2022 - 2023
	Open Report
Status:	For Information
Author and job title:	Emma Rolinson, Head of People
Contact No:	07964 121484
Recommendations:	Board Members are asked to note the content of the report.
Key risks and contentious issues:	<p>Failure to inform Board members of Wolverhampton Homes Equality Profiles and current performance towards meeting Equality Targets.</p> <p>Where Wolverhampton Homes' employment profiles are not representative of the communities it serves, it may fail to provide services that meet community requirements. This could lead to claims under the Equality Act 2010.</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 ending 31 March 2023 and to launch the proposed aspirational targets.

2.0 Background

- 2.1 There is a specific duty of the Equality Act 2010 placed on Wolverhampton Homes (WH) as a public body to report on and monitor employment practices and to collect and analyse data accordingly.
- 2.2 In relation to the year end position of progress made towards meeting the current equality targets – see Appendix 1.
- 2.3 Monitoring data relating to these duties are attached at Appendix 2. The collection and presentation of the data has been improved through the development of a new PowerBI application.
- 2.4 Aspirational targets have been indicated to reflect the 2021 Census data that applies to the general population of the City of Wolverhampton, and not the working population. These figures are not readily available and as such comparisons are made similarly to that of the City of Wolverhampton Council and will be reflected in the revised Equity, Diversity, and Inclusion Strategy.
- 2.5 A summary of the equality impact assessments undertaken during 2022 - 2023 and associated outcomes is located at Appendix 3.

3.0 Overview of Key Findings

3.1 Workforce

- 3.1.1 Wolverhampton Homes employed 648 employees at the end of 31 March 2023.
- 3.1.2 The gender split in the workforce remains on a similar trend as the previous annual report. Male employees remain the higher percentage of the workforce, however, we remain in target for this indicator.
- 3.1.3 Percentage of the top 5% of earners who are female is within 3.33% of our target of 45% (16 female employees) with 15 female employees at year end.
- 3.1.4 Our ethnic minority employees represent 28.09% of the workforce and continues to increase year on year, taking us over our target of 26% for the first time this year complemented by a different approach to advertising – both in terms of media and in writing.

- 3.1.5 Percentage of the top 5% of ethnic minority earners has increased to 11.43% (4 employees) through the provision of development opportunities and promotional opportunities, taking the company closer to the current target of 5 employees.
- 3.1.6 The 55 to 64 years old age group is now the highest age group, closely followed by the 45 to 54 years old age group. This is due in the main to an aging workforce reaching the next age bracket, and the appointment of new employees in both age brackets.
- 3.1.7 Further information detailed in this report includes gender identity, marital status, religious belief, and sexual orientation. In each of these areas, the percentage of the workforce remains relatively unchanged.

3.2 Recruitment

- 3.2.1 There were 1,965 applicants for employment in year, over double the number received in the last reporting period (869) – this resulted in 113 appointments.
- 3.2.2 There was a higher representation of female applicants and applicants from an ethnic minority group at each stage in the process compared to the previous reporting period, reflecting the work undertaken to attract, develop, and promote these groups of employees.
- 3.2.3 There were 41% of applicants from ethnic minority groups, an increase of 8% compared to the previous reporting period of which 33% were appointed.
- 3.2.4 The lowest age range of applicants during the reporting period were under 25 however numbers appointed have increased by 5% since last year (from 7% to 12%). There has been a dedicated approach to supporting the city's priority to reduce 18-24 youth unemployment in the city, that has resulted in the development of the Early Careers Strategy, the REACH programme and a number of dedicated apprenticeship and graduate positions.

3.3 Promotions

- 3.3.1 There were 27 promotional opportunities during the year of which, 63% were female and 22.2% were employees from an ethnic minority group. The relaunch of the mentoring programme – including reverse mentoring has provided both coaching and mentoring opportunities to support development. Through the Organisational Development (OD) Strategy, there is also the provision of a Black female leadership programme and Black and ethnic development programme.

3.4 Starters

- 3.4.1 There were 81 starters this year with 35.8% of the new starters from an ethnic minority group, 45.7% were female and 23.5% aged under 25.

3.5 Leavers

3.5.1 Overall, for 2022 – 2023 there were 80 leavers, of which 40.0% were female and 26.3% were from an ethnic minority group. The voluntary turnover is currently 10.36%.

3.6 Disciplinary and grievance

3.6.1 There were more disciplinaries related to male employees than female employees.

3.6.2 The proportion of disciplinaries related to employees from an ethnic minority group was slightly higher than the proportion of employees from ethnic minority groups in the workforce as a whole.

3.6.3 The number of disciplinaries related to employees from an ethnic minority group was lower than the number of employees from ethnic minority groups.

3.6.4 There were a relatively small number of grievances with no evidence of any disproportional impact by any particular protected characteristic.

4.0 Financial and value for money implications

4.1 In relation to performance management there are several potential financial implications:

- Underperformance impacts on productivity of both the individual and others, whose morale can decrease where cases are not effectively managed.
- In terms of challenges that are raised through the tribunal process, there are potential financial implications in relation to time, resource and outcomes.
- Continued skills development is driven primarily through internal design and delivery mechanisms, but there is a required for external provision in some areas.

4.2 To reach a wider audience for recruitment, it is in the company's aims to recruit increased numbers from under-represented groups. Initially this may incur an increase to advertising costs, but ultimately will provide a more diverse workforce who bring a range of diverse skills, knowledge and experience

5.0 Legal and regulatory implications

5.1 That Wolverhampton Homes' employment profiles are not representative of the communities it serves and may not provide services that meet community requirements. This could lead to claims under the Equality Act 2010.

6.0 Human resources implications

6.1 It is imperative that WH adheres to the requirements of the Equality Act 2010 and in doing so promotes positive action where applicable.

7.0 Health and safety implications

7.1 There are no health and safety implications identified within this report.

8.0 Equalities implications

8.1 It is important that WH works to improve the employment profile of the organisation in line with the communities that it serves.

8.2 Wolverhampton Homes has an excellent relationship with a collaborative approach with the city's EDI team. The (EDI) Strategy and associated action plan, sets out the work ongoing to address the issues of under representation especially in the areas of women in our trade workforce and ethnic minorities at senior officer level and aspirational targets will feature in the strategy.

8.3 Through the provision of the Equalities Circle Forum (ECF) an Equality Impact Assessment (EIA) is carried out to assess the impact of a change to services, or policy on people with protected characteristics, and to demonstrate that WH has considered the aims of the Equality Duty as set out in the Equality Act 2010 which required public authorities to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

9.0 Impact on the environment and community

9.1 There could be a positive impact on the community where customers are successful in recruitment as this would support the business plan priorities in helping to sustain tenancies and communities.

10.0 Long term consequences for the company

10.1 WH is committed to developing an organisational culture, which values people from all sections of society and to recognise the contribution that each individual can make.

10.2 As a large employer in the city, WH wants to be seen as an employer of choice. Ensuring a culture of belonging is key, to attract a diversity of employees and encourage inclusivity, while retaining those staff who can identify with the company's vision, objectives, core values.

11.0 Impact on business relationships with suppliers, customers, and others

11.1 WH is committed to ensuring that our services and those of our partners and supply chain are considering differing needs of our communities.

12.0 Impact of Covid-19

12.1 WH is aware of the disproportionate impact of Covid-19 on our colleagues from ethnic minorities and disabled employees in particular. Individual risk assessments were undertaken to identify any specific risks and so that support measures are in place and are regularly reviewed.

13.0 Impact on Wolverhampton Homes' Management System

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

14.0 List of Appendices

14.1 Appendix 1: Equality Targets (Includes performance against current targets for 2022 - 2023 and proposed targets.

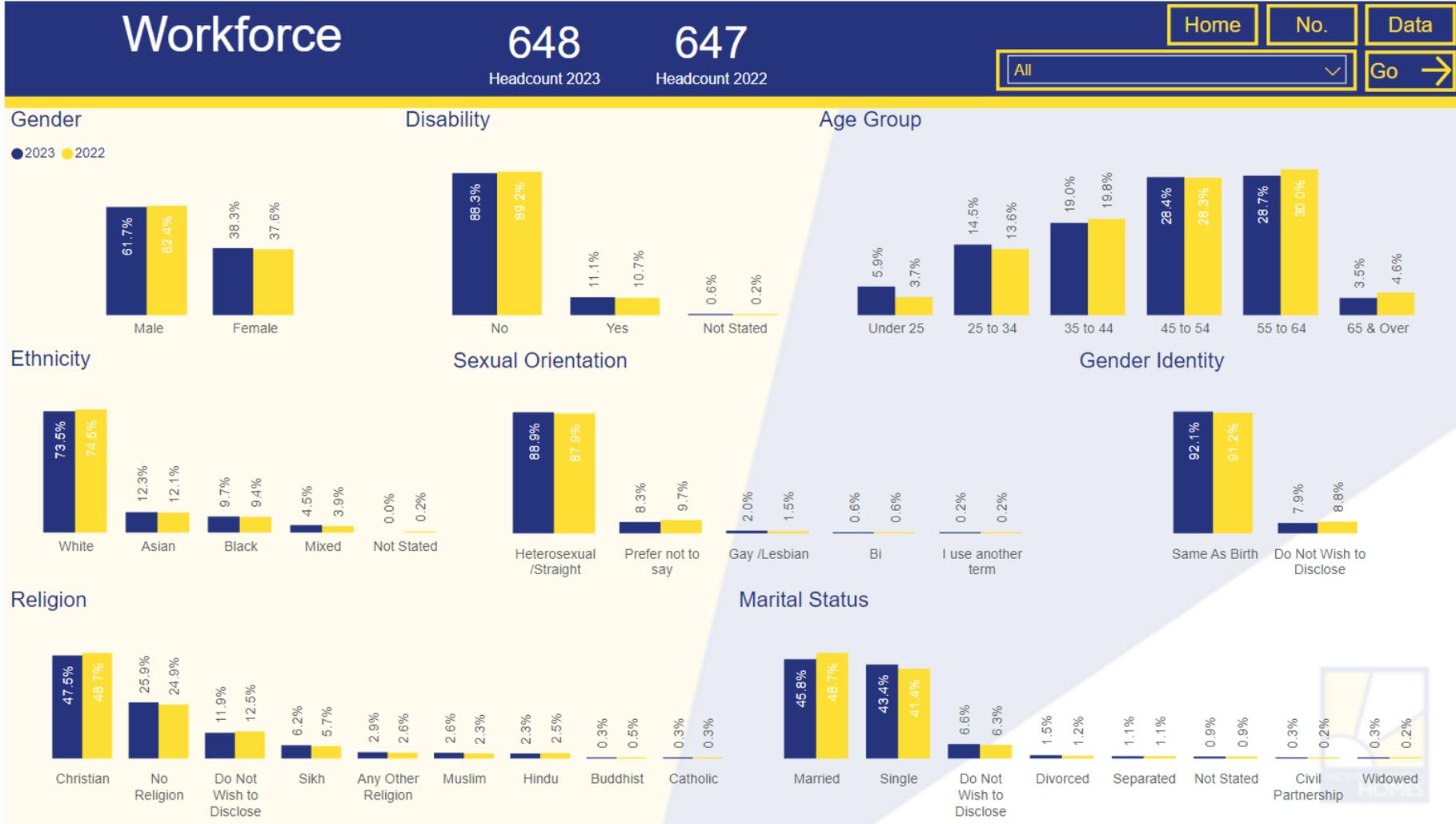
14.2 Appendix 2: Wolverhampton Homes Annual Diversity Application.

14.3 Appendix 3: Equalities Circle Forum – Outcomes achieved 2022 - 2023.

Appendix 1: Equality Targets

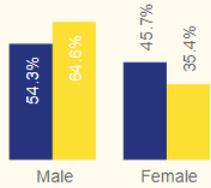
Indicator	2021 / 2022 Year End Performance	2022 / 2023 Year End Performance	Improvement Target	Census 2021 (Population of Wolverhampton)	Proposed Improvement Target	Comments
% of the top 5% of earners who are female	42.42%	41.67%	45%	N/A	45%	No change proposed to the target for this indicator.
% of the top earners who are from an ethnic minority group	9.09%	11.10%	14%	N/A	28%	Proposal to increase target in line with current performance of percentage of overall workforce from an ethnic minority group.
% of the organisations workforce who are disabled	10.03%	10.99%	12%	18.2%	18%	Proposal to increase by 3% (average of current target and census data).
% of the organisations workforce who are from an ethnic minority group	24.69%	28.09%	26%	39.4%	38%	Proposal to increase by 7% (average of current target and census data).
% of the workforce who are male / female	M = 62.35% F = 37.65%	M = 61.68% F = 38.32%	M = 65% F = 35%	M = 49.1% F = 50.9%	M = 60% F = 40%	Proposal to increase target in line with current performance.
% of the workforce by age distribution	4.78%	5.95%	Under 25 = 8%	Under 25 = 6%	Under 25 = 8%	No change proposed to the target for this indicator.

Appendix 2: Wolverhampton Homes Annual Diversity Application

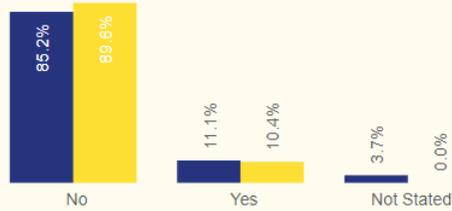


Gender

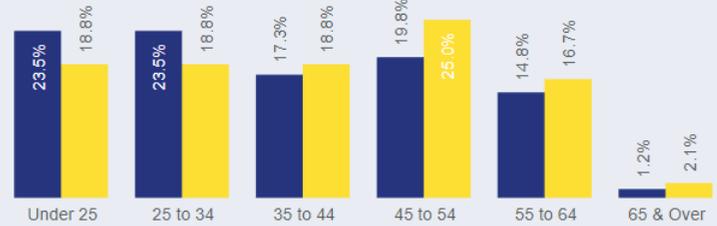
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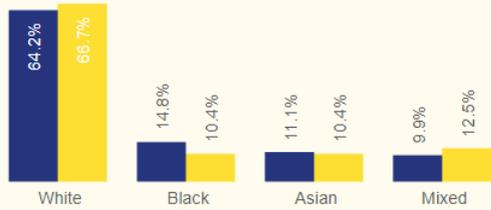
Disability



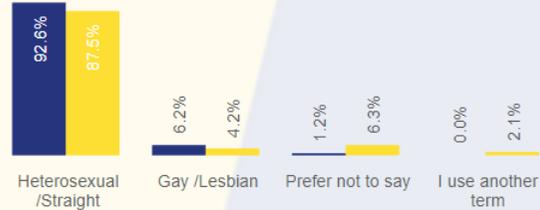
Age Group



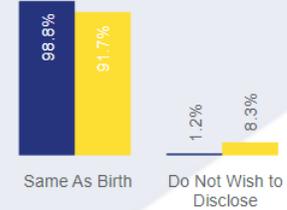
Ethnicity



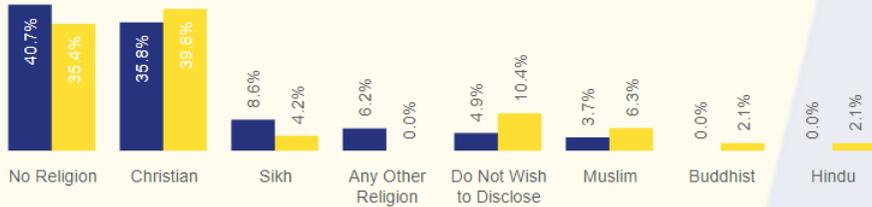
Sexual Orientation



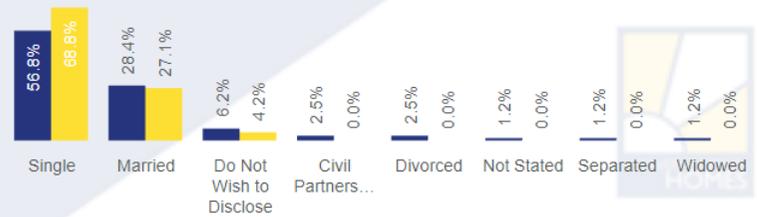
Gender Identity



Religion



Marital Status



Leavers

80

Headcount 2023

75

Headcount 2022

Home

No.

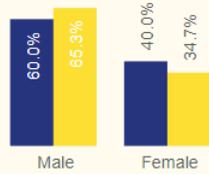
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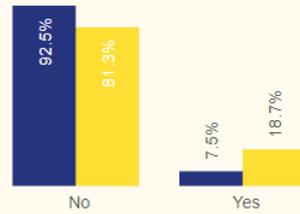
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Gender

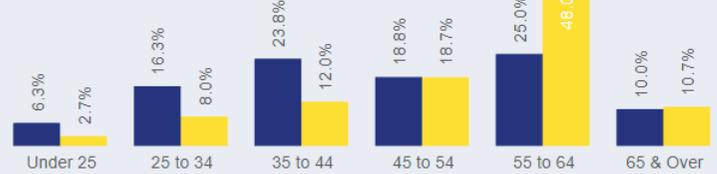
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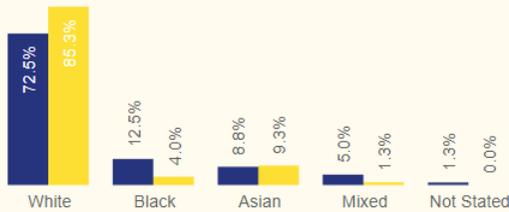
Disability



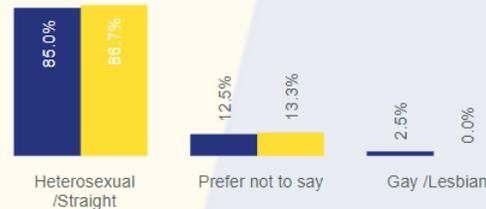
Age Group



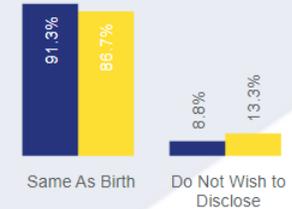
Ethnicity



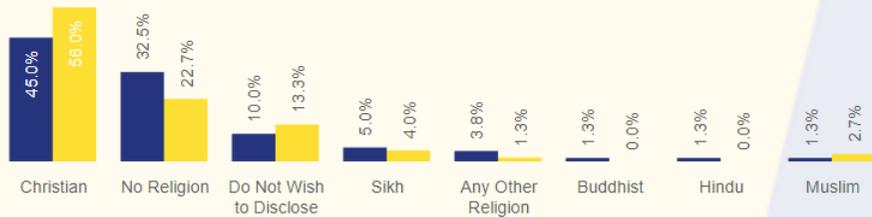
Sexual Orientation



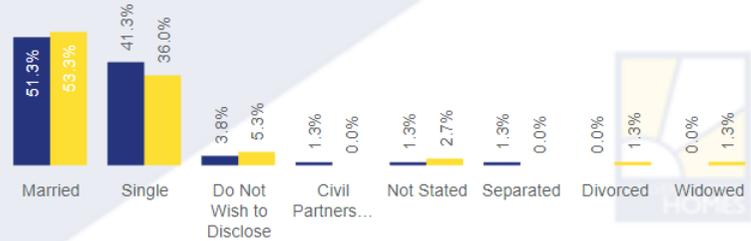
Gender Identity



Religion



Marital Status



Applicants

1965
Applicants

219
Shortlisted

113
Appointed

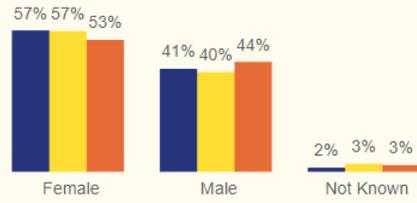
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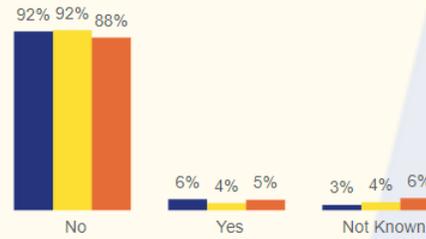
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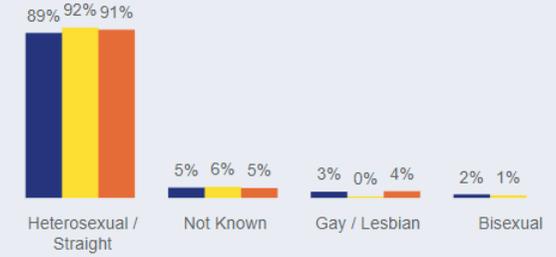
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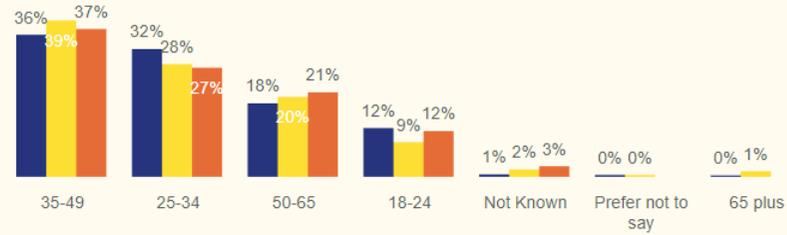
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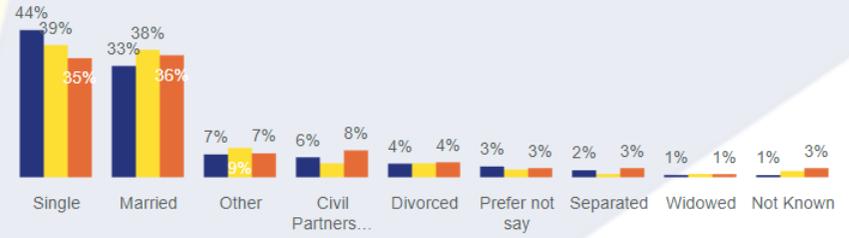
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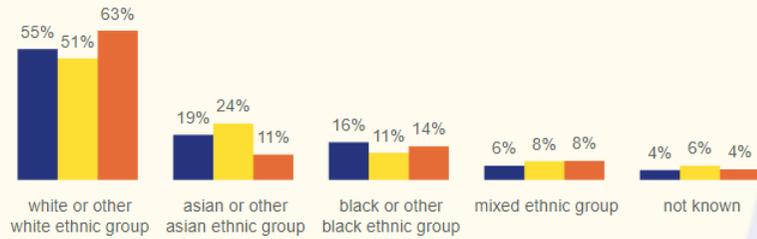
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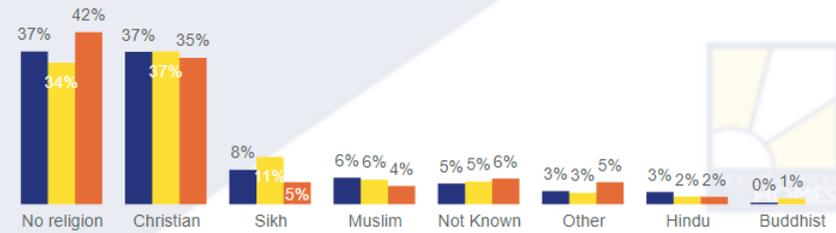
Marital Status



Ethnicity



Religion



Promotions

27

Headcount 2023

40

Headcount 2022

Home

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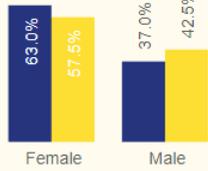
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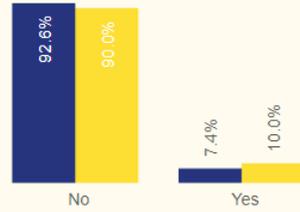
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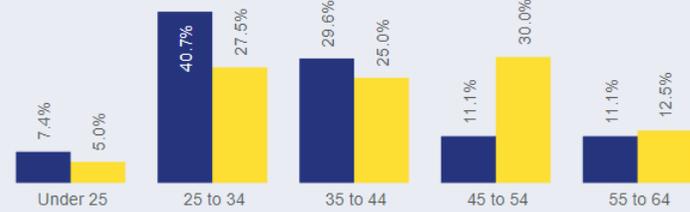
● 2023 ● 2022



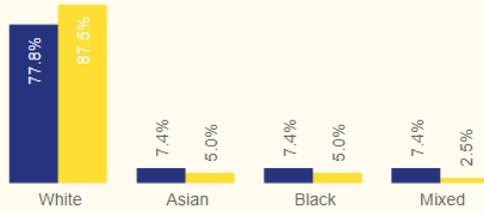
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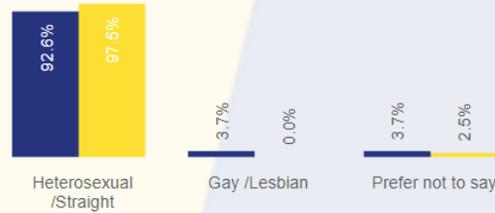
Age Group



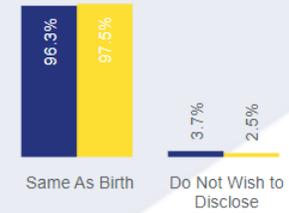
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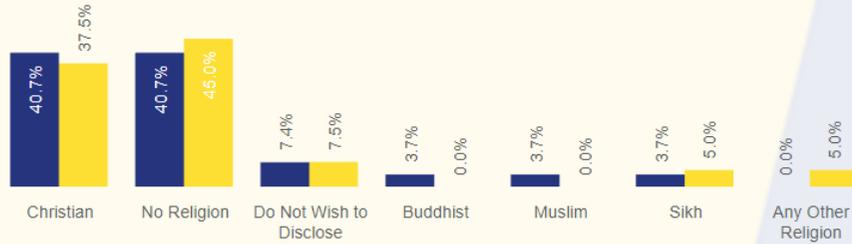
Sexual Orientation



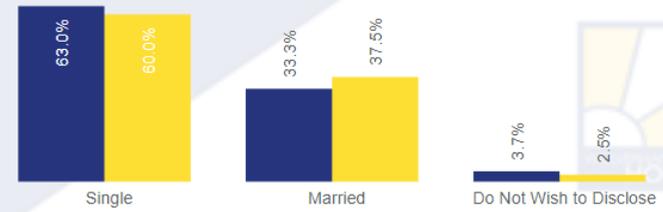
Gender Identity



Religion



Marital Status



Disciplinarys

13
Headcount 2023

6
Headcount 2022

Home

No.

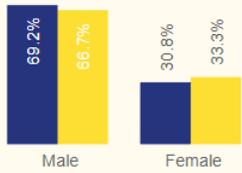
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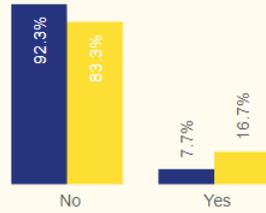
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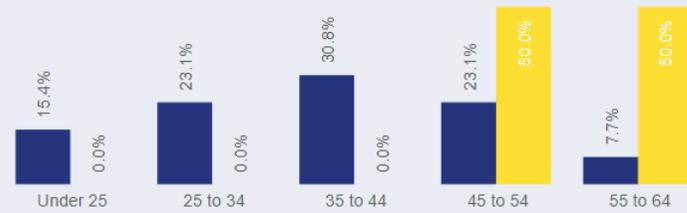
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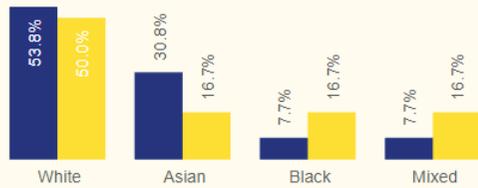
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Age Group



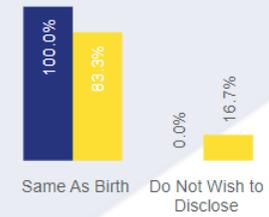
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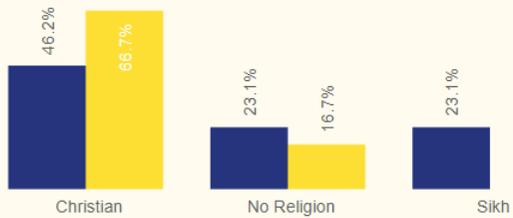
Sexual Orientation



Gender Identity



Religion



Marital Status



Grievances

3

Headcount 2023

3

Headcount 2022

Home

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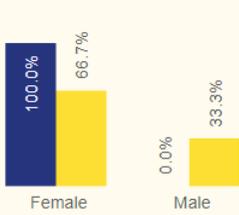
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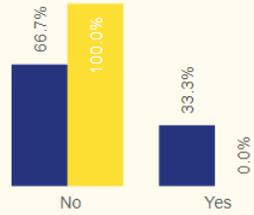
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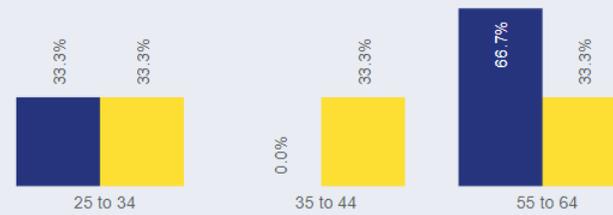
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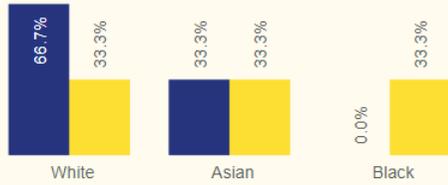
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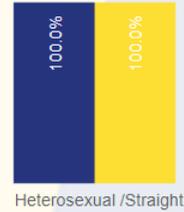
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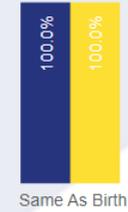
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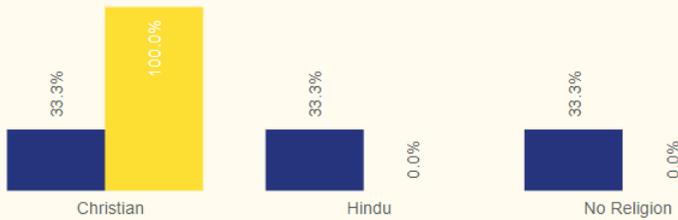
Sexual Orientation



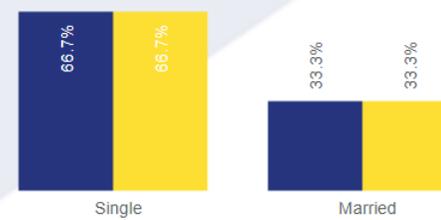
Gender Identity



Religion

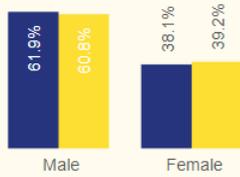


Marital Status

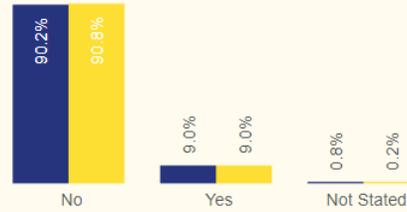


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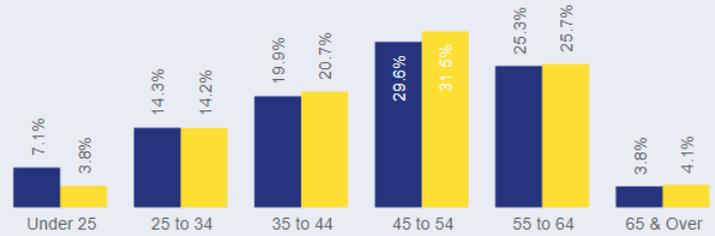
● 2023 ● 2022



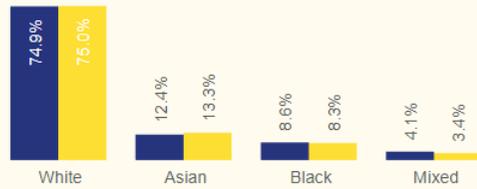
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Age Group



Ethnicity



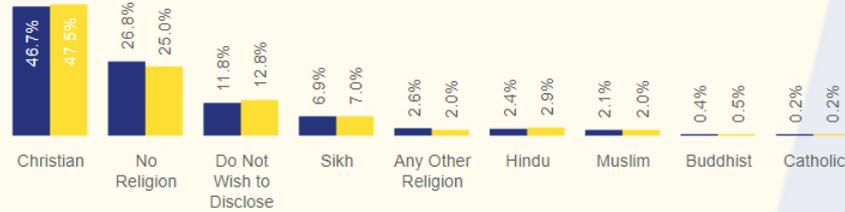
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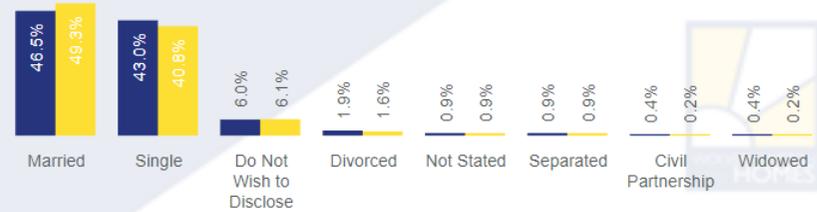
Gender Identity



Religion

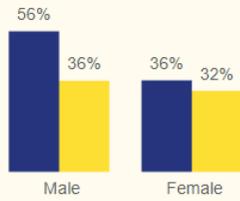


Marital Status

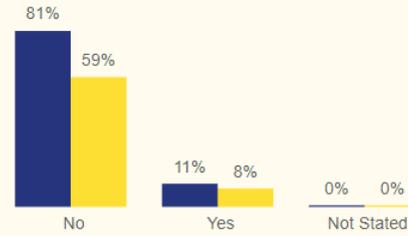


Gender

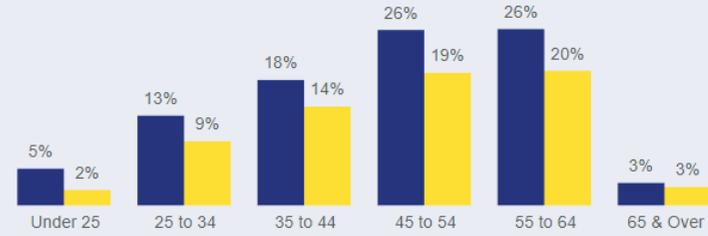
Period ● Current ● Previous



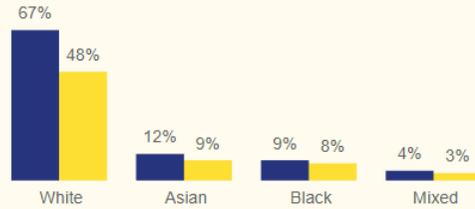
Disability



Age Group



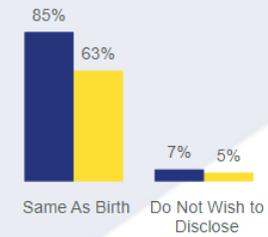
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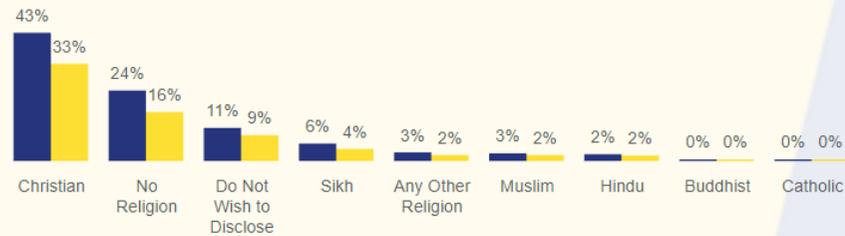
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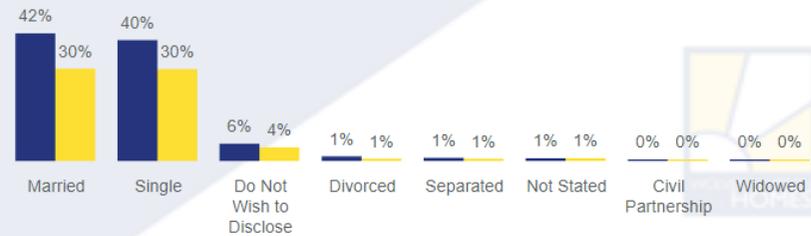
Gender Identity



Religion



Marital Status



Appendix 3: Equalities Circle Forum – Outcomes achieved 2022 - 2023

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
24/04/2022	Asset Compliance Policy	Ian Gardner	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>Equalities Circle Forum (ECF) working group identified a justifiable objective to support the overarching “Asset Compliance Policy” as it sets out Wolverhampton Homes’ approach to asset compliance and how the company will fulfil its responsibilities and duties to ensure the assets under its management control, remain safe and serviceable for its residents, communities, and colleagues.</p> <p>Members are to note: Separate specialist policies and equality analysis will be undertaken to reinforce the company’s Building Safety Strategy on Asbestos and Fire Safety to ensure WH continue to meet our legal and statutory requirements.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company’s commitment to ensure compliance with all legal, regulatory, and statutory requirements are met.</p>
24/04/2022	Control of Contractors Policy	Ian Gardner	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the overarching “Control of Contractors Policy” as it set out Wolverhampton Homes approaches to demonstrate the company’s commitment to ensure it is compliance with all legal, regulatory, and statutory requirements associated with the use of external contractors, appointed by Wolverhampton Homes or ‘managed’ by the company on behalf of the City of Wolverhampton Council.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it forms part of a suite of standards that ensure compliance with regulatory & statutory requirements including published guidance and the management of health & safety are met.</p> <p>Specific activities will be undertaken by WH to carry out regulatory & statutory servicing and safety inspections to the assets under its control.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
24/04/2022	Control of Substance Hazardous to Health Policy Statement (COSHH)	Michael Hough and George Williams	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support Control of Substance Hazardous to Health Policy Statement (COSHH) as it sets out Wolverhampton Homes fulfils its obligations under the Health & Safety at Work etc. Act 1974 and the Control of Substances Hazardous to Health Regulations 2002.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it ensure that all staff who work with substances which may cause them harm are aware of the associated risks and are aware of how to minimise those risks.</p> <p>ECF recommended that the lead officers note that:</p> <ul style="list-style-type: none"> • a programme of training is undertaken once Learning and Organisational Development Team have created a bespoke training module to ensure that colleagues are aware of their responsibilities placed under COSHH Regulations 2002, ensuring minimisation of any risks. • all colleagues continue to receive a COSHH Toolbox Talk sessions to minimise any risks associated with Health & Safety at Work in line with Act 1974 and the Control of Substances Hazardous to Health Regulations 2002. • HR and associated teams are aware of completing the new and / or Expectant Mothers Risk Assessment.
06/07/2022	Customer Contact and Access Needs Strategy	Rebecca Clarke	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the overarching “Customer Contact and Access Needs Strategy” as it sets out Wolverhampton Homes approaches to dealing with customers in a tailored way at first point of contact ensuring that the “new customer offer”, prioritises and increasing the visibility of colleagues with customers, not only in-person, but also across other channels in the following ways:</p> <ol style="list-style-type: none"> 1. Enhance our estate custodian model 2. Improve our telephony and digital options 3. Improve our self-service options

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			<p>4. Launch our co-creative approach with customers 5. Improve our frontline services 6. Provide more opportunities for customers</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company's commitment ensuring that the changes benefited all customers in providing a more flexible approach to contact and access Wolverhampton Homes in a way that best suits them to create a more inclusive offer for customers.</p> <p>ECF recommended that an update / report is required in 12 months – to identify any concerns merging from quarterly customer feedback surveys and from the Customer Excellence Panel to help inform continuous improvement of services and experience. To also update progress on action plan within the Equality Analysis.</p>
06/07/2022	Corporate Fleet Policy	Hayley Roberts	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the “Corporate Fleet Policy” as it set out WH arrangements for the control of work-related driving, taking into account the requirements of Health and Safety Legislation and road traffic law.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it provided appropriate guidelines to ensure that WH complies with its statutory duties to manage the risks associated with driving for work. The principles of this policy shall apply to all work situations where driving is involved.</p>
06/07/2022	Customer Domestic Abuse Policy & Employee Domestic Abuse Policy	Charlotte Gibbons and Kay Bourne	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support “Customer Domestic Abuse Policy & Employee Domestic Abuse Policy” as it sets out Wolverhampton Homes commitment to providing a robust and holistic approach to domestic abuse. Ensuring that those who are subjected to domestic abuse are supported in a way that is empowering, trauma informed, choice based, and customer led.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			<p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it provided support and strengthening the response to domestic abuse for all. Ensuring that individuals who contact WH needing assistance, advice, or support, are treated in a way that is empowering and person centred, including having a single point of contact for all DA referrals.</p> <p>ECF recommended that an update / report is required in 12 - 18 months on work being undertaken from the action plan within the Equality Analysis on the following:</p> <ul style="list-style-type: none"> • To have a communication plan in place to promote awareness of the refresh Domestic Abuse. • To increase awareness of report incidences of Domestic Abuse and how received tailored support on a case-by-case basis. • Keep up to date with changes to legislation as well as wider guidance and best practice. • Ensure assessments consider equality information. • Make information accessible on WH website. • Work with teams across the business in raising awareness of domestic abuse. • Work with other community based and faith organisations to raise awareness. • Take account of any recommendations or areas of improvement following DAHA Assessment / Accreditation.
26/08/2022	Repairs and Maintenance Policy	Ian Gardner	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the overarching “Repairs and Maintenance Policy” as it sets out its responsibilities and duties to ensure the homes and assets, under its management control, remain safe and serviceable for its residents, communities and colleagues.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company’s commitment to ensure compliance with all legal, regulatory and statutory requirements associated with the repairs and maintenance with all homes, communal areas and assets managed by Wolverhampton Homes.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			<p>ECF recommended that an update / report is required in 12 - 18 months – to identify any concerns merging from customer feedback surveys and from the Customer Excellence Panel to help inform continuous improvement of services and experience.</p> <p>To continue to increase priority given to tenants who are deemed to be fail, elderly, individuals with serious ill health.</p>
26/08/2022	Complaints Policy	Andrew Finch	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the “Complaints Policy” as it set out WH arrangements for dealing with complaints promptly and fairly. Improving access to and strengthening the role of the set out its Complaint Handling Code.</p> <p>ECF recommended that an update / report is required in 12 - 18 months – to identify any concerns merging from customer complaints by equality groups and from the Customer Excellence Panel to help inform continuous improvement of services and experience.</p> <p>To promote and communicate new arrangements of policy and procedures to all staff, partners, and residents.</p> <p>Continue to maintain to collect customer profile data to ensure services are tailored to meet the needs of customers to reduce complaints.</p>
26/08/2022	Persistent or Unreasonable Customer Contact Policy–	Andrew Finch	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Persistent or Unreasonable Customer Contact Policy as it set out Wolverhampton Homes arrangements for the receipt and management of customer contacts and complaints that are deemed to be persistent or unreasonable, taking into account the requirements of the regulator and the housing ombudsman’s complaint handling code.</p> <p>ECF recommended that an update / report is required in 12 months – to identify any concerns merging from persistent or unreasonable complainants by equality groups and</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			<p>from the Customer Excellence Panel to help inform continuous improvement of services and experience</p> <p>To promote and communicate new arrangements of policy and procedures to all staff, partners, and residents.</p> <p>To ensure access to our services is maintained and where necessary reasonable adjustment are in place to meet the needs of customers to reduce complaints.</p>
26/08/2022	Corporate Social Responsibility (CSR) and Customer Investment Strategy	Rebecca Clarke	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Corporate Social Responsibility (CSR) and Customer Investment Strategy as it set out the responsibilities in helping to sustain, support and strength a thriving community by “giving something back” to the communities it serves.”</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company’s commitment to social value in supporting various initiatives, employment opportunities and building resilient communities in collaboration with its partners and supplier chain.</p>
08/112022	Personal Safety Policy	Michael Hough	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the overarching “Personal Safety Policy” as it sets out Wolverhampton Homes’ approach to managing the risks to employees from Personal Safety, incorporating Lone Working, working in WH offices and working in and around our customers’ homes and communities.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company’s commitment to ensure compliance with all legal, regulatory, and statutory requirements associated with staff safety. That regular communication with employees and trade unions to advise them of the control measures that in place as well as their requirements to manage the risks to personal safety.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			ECF recommended that an update / report is required in 12 months – to identify any concerns merging post implementation.
08/112022	Working at Height Policy	Michael Hough	<p>Notes: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the “Working at Height Policy” as it set out. Wolverhampton Homes’ approach to managing the risks to employees from Working at Height.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it demonstrates the company’s commitment to ensure compliance with all legal, regulatory, and statutory requirements associated with working at height operations. That regular communication with employees & trade unions to advise them of the control measures are in place as well as their requirements to manage the risks from Working at Height</p> <p>ECF recommended that an update / report is required in 12 months – To identify any concerns merging post implementation.</p>
21/02/2023	Regeneration of Tarran bungalows across Wolverhampton	George Williams	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the “Regeneration of Tarran bungalows across Wolverhampton” as Structural surveys on all non-traditional council homes within Wolverhampton were carried out to determine their condition. These surveys highlighted that several archetypes were no longer viable to maintain and were declared defective.</p> <p>The subsequent report outlined that approximately 126 Tarran bungalows will be demolished.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to the “Regeneration of Tarran bungalows across Wolverhampton” as the assessment highlight the intended benefits to the customers as well as supporting the City Councils Equality, Diversity, and Inclusion Strategy.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of Equality Impact Assessment's (EIA's) completed
			<p>That a robust consultation and engagement plan was in place with all customers to gather information on residents' health and wellbeing, including occupational therapist reports to consider additional adaptations. Customers were pleased to be receiving a new modern home, which is better insulated and more cost efficient to run in a regenerated area.</p>
23/03/2023	<p>HR Policies –</p> <ul style="list-style-type: none"> • Managing Attendance Policy / Procedure • Disciplinary Policy / Procedure • Managing Individual Performance Policy / Procedure • Resolution (Including Grievances) Policy / Procedure 	Emma Rolinson	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the HR Policies as they aimed to encourage employees to achieve and maintain the required standards of conduct, performance, and attendance and to feel confident about raising any concerns they have within the workplace. They ensure fairness and consistency in the treatment of individuals. In cases where an employee fails to attain the required standard of conduct, performance, or attendance the relevant policy will be instigated.</p> <p>ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to the HR Policies as the assessment highlighted the intended benefits for managers having the tools, support and procedures in place to investigate and settle issues promptly and fairly as close to the when the issue started as possible. The policies further encourage employees to seek support/intervention at the earliest opportunity to raise resolution to issues with the manager or HR</p> <p>ECF recommended that the lead officers note the following:</p> <ul style="list-style-type: none"> • That mediation training for managers and the HR team be undertaken. • To promote and communicate new arrangements of policy and procedures to all managers and staff. • To provide an update / report if required in 12 - 18 months – to identify any concerns merging post implementation.

Board Report

	Agenda Item 7
	30 June 2023 Learning and Organisational Development Annual update 2022 - 2023
	Open Report
Status:	For Information
Author and job title:	Sarah Butcher, Head of Organisational Development and Staff Engagement
Contact No:	07773 008395
Recommendations:	Board Members are asked to note: <ol style="list-style-type: none"> 1. the content of the report. 2. how the activity on the people development agenda directly supports Our Future, the Organisational Development and the Early Careers strategies, and Wolverhampton Homes' business plan.
Key risks and contentious issues:	<p>Employees are switching jobs more than ever before. LinkedIn's 2022 <u>Workforce Learning Report</u> listed upskilling and reskilling employees as the primary focus of Learning and Development programmes in 2023. Employee skill development helps workers meet organisational standards, reduces replacement costs, improves workplace performance and customer and staff engagement.</p> <p>Failure to create a company where organisational development supports the skills required to achieve the key objectives of the Business Plan, or to deliver a robust apprenticeship programme could leave future skills gaps within the organisation and fails to contribute to the city-wide objective of creating sustainable employment opportunities for young people.</p> <p>Wolverhampton Homes customers and family members are at risk of not being competitive in the job market due to low attainment levels and poor employability skills. This subsequently could have a negative impact on income to Wolverhampton Homes.</p>

Management Summary

1.0 Purpose

- 1.1 This report provides an update to Board members for the year 2022 - 2023 on people development, training, and employability opportunities provided for employees and customers as part of the Organisational Development (OD) strategy (2020 - 2023) and the Early Careers and Talent strategy (2021 - 2023), which were agreed at the Board meetings held on 24 April 2020 and 10 December 2021 respectively.

2.0 Background

- 2.1 The Learning and Organisational Development (L&OD) team has continued to work in line with the priorities of the City of Wolverhampton Council (CWC) to develop a city where there are high levels of employment and opportunities for all types of learning throughout life.
- 2.2 The OD and Early Careers strategies have continued to provide the direction and agenda for people development activities for the last 12 months, identifying the focus and actions required to deliver against the Business Plan 2019 - 2023, with the aim of developing and growing WH staff and Board members to meet current and future skills requirements.
- 2.3 This report covers the following:
- Employability and Click Start
 - Learning & organisational development
 - Early careers, including Apprenticeships and the Apprenticeship Levy

3.0 Employability and Click Start

3.1 Employability

- 3.1.1 Wolverhampton Homes has long supported its customers and City residents into provision (employment, training, volunteering, and work experience). Two Employment Coaches previously provided a bespoke service which supported people who are some distance away from being ready for the job market through more intense 1:1 support.
- 3.1.2 For the first half of the year, the Employment Coaches continued to provide this bespoke 1:1 service, liaising regularly with the Wolves@Work team at the City of Wolverhampton Council (CWC) and the Department for Work & Pensions (DWP).
- 3.1.3 In November 2022, the Senior Management Team (SMT) approved a proposal for a new work placement/experience programme, to be known as REACH, with an update being presented to Board members at the Board meeting held on 9 December 2022.
- 3.1.4 The REACH programme offers work placement opportunities of up to 22.5 hours per week for six weeks. The primary target population for this programme is the 18–24-year-old unemployed young people of the city. Further programme details were presented at the Board meeting on 10 December 2022.
- 3.1.5 Following two pilot cohorts in February/March and April/May 2023, WH formally launched the REACH programme on 17 May 2023.

3.2 Click Start

- 3.2.1 Black Country Click Start was a project fully funded by The Lottery Community Fund and the European Social Fund. The project aim was to reduce digital and financial exclusion by helping participants tackle any digital and financial barriers they faced to gaining and sustaining employment and accessing education and training.
- 3.2.2 The project ended on 31 March 2023, with delivery to participants ceasing on 31 December 2022. All project closedown administration tasks were fully completed, and all project documentation handed over to the project team at WHG to be archived for future audit purposes.
- 3.2.3 Click Start tutors helped city residents to tackle the practical, social, and psychological issues that were preventing them from getting online, develop their confidence and improve their skills with sending emails, online shopping and banking, and generally getting comfortable with using the internet.
- 3.2.4 More detailed information regarding the WH Click Start team's contribution to the Black Country project and city residents can be found appended to this report in Appendix 1.

4.0 Learning and organisational development

- 4.1 The OD Strategy was agreed at the Board meeting held on 24 April 2020, and has been reviewed annually since April 2021. It was also subject to an Internal Audit in Autumn 2022 with all recommendations to be incorporated into the new People & Organisational Development Strategy 2023 - 2025 (currently being drafted) and which will be presented to Board in September 2023.

4.2 Digital learning

- 4.2.1 My Learning Hub (MLH) is WH's bespoke learning management system (LMS) launched in July 2020 available to WH staff, Board members and for new starters.
- 4.2.2 Login activity has steadily increased from an engagement level of 14.8% at launch to 90.3% by 31 March 2023, with total logins over this period of 32,456. Login activity, eLearning completion rates (both mandatory and suggested learning), and top viewed content can be found appended to this report in Appendix 2.
- 4.2.3 A further 14 eLearning modules have been built and launched during the last 12 months, covering a number of statutory and mandatory training topics, including Health & Safety, GDPR, Driver Awareness, See it Report it, Waste Recycling and Environmental Awareness, as well as 89 suggested eLearning courses covering personal and professional development, and health and wellbeing, amongst other topics.
- 4.2.4 The team also designed and built a version of My Learning Hub for new hires to be released pre-start date, as part of induction and on-boarding. This micro site was launched at the beginning of the financial year 2022 – 2023.
- 4.2.5 My Learning Hub Lite gives new starters the opportunity to complete a Welcome to WH eLearning course, along with their statutory Health & Safety Awareness, Data Protection and GDPR training before starting a new with WH. Completions are averaging 96%.

4.2.6 One of the highlights of the year was the scoping, building and launch of the new “See it, report it (SIRI)” learning pathway. This contains 12 eLearning modules and has been designed to help all staff across the business to be professionally curious about anything in our customers’ homes that does not seem right. Topics included range from safeguarding children and adults, to damp, mould, and condensation awareness.

4.2.7 The team have been busy throughout the year refreshing and updating video tutorials for iPads and Microsoft Teams produced during lockdown and producing brand new bitesize training videos for NEC and Enterprise.

4.3 **Face to face / virtual learning**

4.3.1 During the last year, the L&OD team significantly increased training and development opportunities using a range of external providers and internal design and delivery.

4.3.2 In a year of many highlights, most notable achievements were:

- Launch of our Bitesize skills workshops
- Trauma informed care and psychologically informed environments sessions (CIH)
- Launch of our own Customer service skills course
- Rolling programme of Health, safety & alert inductions, and Manual handling training
- Bespoke technical and awareness sessions on Damp, mould, and condensation

4.3.3 In total, the team delivered **6,811.5 hours** of continuous professional development in the form of face to face and virtual training events, compared to **4,161.8 hours** in 2021 - 2022; an increase of 63.7%. This equates to an average of 10.5 hours per person based on a headcount of 650 people. More detailed information can be found appended to this report in Appendix 3.

4.4 **Leadership and management development**

4.4.1 In collaboration with one of the providers on our Preferred Supplier List (PSL), created following the Request for proposal completed in the summer of 2021, the team designed and launched three Institute of Leadership & Management (ILM) accredited development programmes during quarter four of the 2021/22 financial year; these programmes completed during the last year.

4.4.2 **Business Partner development programme**

The Wolverhampton Homes’ Business Partner development programme is accredited to Level 5 (Member) by the ILM.

Thirteen participants from our Corporate Services directorate successfully passed their ILM assessment in April 2022.

4.4.3 **Management development programme (MDP)**

Four cohorts of WH managers commenced the ten-module MDP between January and April 2022; all four cohorts had completed by August, with a 100% success rate in the ILM assessment. This programme is also accredited to Level 5 (Member) by the ILM.

4.4.4 **Leadership development programme (LDP)**

All Heads of Service successfully completed their ILM Level 7 (Fellow) accredited programme in August 2022.

4.4.5 **Supervisor development programme (SDP)**

A brand-new ILM Level 3 (Associate) accredited programme launched in September 2022, with four cohorts of supervisors (58 people) completing the eight-module programme and passing their ILM assessment by the end of the financial year.

4.4.6 **Insights Discovery © personality profiling**

All participants on LDP, MDP, and SDP have been introduced to Insights Discovery; and have their Personal Profile and have attended the Introduction to Insights workshop.

Two members of the L&OD team achieved their Insights Practitioner Accreditation during the year, increasing the team's capacity to continue using this tool to help all our people improve their self-awareness, build their personal resilience, and develop their personal development plans (PDPs), supporting the development of highly effective teams.

Insights Discovery is now being utilised in recruitment activity, and it forms part of the new Induction programme which launched at the beginning of this financial year.

4.4.7 **Leadership Conference**

On Thursday 29 September 2022, leaders from across WH took part in the leadership conference hosted by the L&OD team. Following on from their successful completion of the ILM accredited development programmes, it was an opportunity for the leaders to come together and focus upon strategic priorities. The agenda provided information around the companies Our Future programme, the Values, people management, and leadership development and featured external speakers from the field of housing.

4.5 **Board development**

4.5.1 Board members have attended Board Strategy Away Day events during the year; these meetings have included a range of agenda items covering Leadership, Strategy, Governance, and Finance.

4.5.2 The team have also created a learning pathway in MLH specifically for Board members, which includes all of the relevant documents and information relevant to the role of a Board member and has been really useful for our new Board members onboarding.

4.5.3 Further updates regarding the board development programme planned for September onwards will be presented to board in due course.

4.6 **Mentoring and equality, diversity, and inclusion**

4.6.1 The Mentoring programme - continues to provide the opportunity for a traditional mentor: mentee relationship, as well as reciprocal relationships. Reciprocal mentoring provides opportunities for individuals from under-represented groups 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.

Feedback was gathered from those who were taking/have taken part in the programme during Quarter 1 and a refreshed programme was released from June 2022. The Mentoring pathway in MLH has been updated and rebuilt, and the application process streamlined and shortened.

Currently there are 11 active mentoring relationships, with some applicants also waiting to be matched with a mentor/mentee.

- 4.6.2 Equality, diversity, and inclusion - collaboration has continued with colleagues in the Equality, Diversity, and Inclusion (EDI) team at CWC, and the final modules to complete the No Offence learning pathway in MLH were released in Quarter 4.

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.

5.0 Early careers, apprenticeships, and the apprenticeship levy

- 5.1 Whilst a more detailed annual update on progress against the Early Careers & Talent Strategy is presented to Board, below is a summary for the financial year:

- There are 18 apprentices currently on programme, and all are studying a construction trade related apprenticeship standard.
- WH has made use of the apprenticeship levy to fund the training costs of these apprentices.
- During the year, two electrical apprentices completed, one of whom has secured a permanent position with WH. One apprentice also resigned during the last twelve months.
- At the time of this report, the recruitment campaign for the 2023 cohort of apprentices is live. This year there are opportunities for both Trades and office-based apprentices – in excess of 290 applications were received based on a more focused recruitment campaign.
- The impact of the Covid-19 pandemic will be felt in all countries and in all sectors for years to come; furthermore, it cannot be underestimated. The last year has seen an increase in poor mental health and social anxiety of many; this is particularly prevalent in our apprentice cohorts. This requires an extra level of pastoral provision for apprentices from both WH and the training providers.
- In June 2022, the L&OD team hosted the recruitment event for a new cohort of Management Trainees in our Property Services directorate; these positions were agreed by Board at the meeting on 10 December 2021 as part of the Early Careers and Talent strategy and opportunities for young people of the city.
- Six positions were offered to successful candidates, who started their employment with WH in September 2022. All six study at the University of Wolverhampton, with five enrolled on the HNC in Construction and the Built Environment, and one having just completed the final year of a Bachelor's degree in Construction Management.
- Members of the L&OD team, along with some of the current apprentices, continue to attend careers events across the city as part of the WH pledge to support CWC in providing employment opportunities for young people to reduce youth unemployment in the city.
- As stated in 3.1.5 above, WH formally launched the REACH programme on 17 May 2023, following two small pilot cohorts earlier in the year. Between 17 and 31 May 2023, the results for the promotion campaign were:
 - Of the six participants who completed the pilot programmes, one has gained full-time employment, one has their dream interview with the RAF after many previous attempted applications, and three have submitted applications for WH's 2023 apprentice opportunities.
 - At the time of this report, the promotion campaign has resulted in 21 applications for cohort that commences on 19 July 2023. An information day is being held in early

July and a more detailed update on REACH will be included in the annual update on progress against the Early Careers and Talent Strategy which is due to be presented to Board members at the Board meeting in December 2023.

Website:

- 202 views of REACH page (including c. 67 internal)
- 41 views of the application form (29 unique)
- 13 submitted applications

Social Media campaign:

- Reach 6,364 people have seen the campaign in their feed / 198 link clicks (FB and IG)
- LinkedIn – 881 impressions, 17 reactions and 20 link clicks
- Twitter – 392 impressions, 14 engagements

6.0 Financial and value for money implications

- 6.1 Where learning interventions need to be bespoke to WH, the L&OD teamwork with subject matter experts (SMEs) to create and deliver these interventions inhouse, e.g. Damp, mould, and condensation courses.
- 6.2 Where possible and effective, remote, digital, or a blended delivery approach is used to reduce time out of the business, travel time and cost, e.g., all four ILM development programmes were delivered virtually via Zoom, and almost all of our statutory and mandatory learning is delivered via MLH.
- 6.3 Where the need is more generic (e.g., leadership and management development) or needs to be accredited (e.g. Asbestos) the L&OD team engage with training providers that are based in or around Wolverhampton, wherever possible.
- 6.4 Being able to design and build eLearning and systems related bitesize training videos in-house contributes significantly to WH's VFM aspirations, as according to data from the eLearning industry, an hour of online learning content takes circa 100-160 hours to produce at an average cost of circa. £17,000.
- 6.5 The brand-new SIRI learning pathway mentioned in section 4.2.6 above contains 12 eLearning modules, with a total duration of 270 minutes (4.5 hours). Using the data in 6.4 above, this pathway would have cost around, £76,500.

7.0 Legal and regulatory implications

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

8.0 Human resources implications

- 8.1 To design and deliver the learning interventions needed to deliver the OD Strategy, the L&OD team will require ongoing continued professional development to keep their skills current and best in class.

9.0 Health and safety implications

9.1 All activities have health and safety consideration, and risk assessments are in place where required.

10.0 Equalities implications

10.1 Equality statistics are gathered for all programmes delivered either face-to-face or virtually and all digital training that is launched as statutory or mandatory. These details are included in the annual report and reported to Board.

11.0 Impact on the environment and community

11.1 Local residents are encouraged to apply for the opportunities available as we continue to support the Council's commitment to the city, and specifically the providing opportunities for the 18-24-year-old unemployed young people of the city.

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

12.0 Long term consequences for the company

12.1 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 within the city.

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

13.0 Impact on business relationships with suppliers, customers, and others

13.1 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.

14.0 Impact on Wolverhampton Homes' Management System

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

15.0 List of Appendices

15.1 Appendix 1: Click Start project evaluation

15.2 Appendix 2: Digital learning

15.3 Appendix 3: Face to face / virtual learning

15.4 Appendix 4: What our customers say about us

Appendix 1: Click Start project evaluation



Appendix 2: Digital learning

The image is a screenshot of the 'My Learning Hub' website for Wolverhampton Homes. At the top, there is a navigation bar with the logo, search bar, and links for 'Homepage', 'Learning record', 'CareerBurst', and 'Contact us'. Below the navigation bar is a banner for 'My Learning Hub' with a 'Start Here' button. The main content area is titled 'DIGITAL LEARNING HIGHLIGHTS' and features five numbered highlights, each with an illustration and a brief description.

My Learning Hub

Welcome to your learning hub. This place for your development. Click below to take you to My Learning Hub quick tips and start to take a look around.

[Start Here](#)

DIGITAL LEARNING HIGHLIGHTS

- ### 1 Login activity

Steadily increasing year on year with 17,466 log ins in the year, an increase of 90.2% on the previous year.
- ### 2 Mandatory learning

14 more courses launched. Across all 24 courses, 80,400 hours of learning completed in the year.
- ### 3 Suggested learning

New for this year, we now have 89 suggested eLearning courses, of which 41 topics have been completed, totalling 708 completions.
- ### 4 Content views

Total content views increased from 2142 to 12475 in the year, with My Learning Hub Quick Tips remaining the most viewed.
- ### 5 Coming soon

System upgrade to give LXP functionality including self-serve learning event booking and personalised learning.

A year of learning & development

APRIL

Asbestos
 Understanding Bereavement
 Working at height & ladders
 Manual handling
 Site safety plus
 Leadership & management
 NEC
 Fire Marshall
 Site Safety Plus

JUNE

Health, safety & alert induction
 Trauma Informed Care & PIE
 Power BI
 ACS Renewals (Gas)
 Leadership & management
 Manual handling
 Handling complaints
 BPEC Gas

AUGUST

Asbestos Awareness
 Trauma Informed Care & PIE
 CMDDA1
 Excel for beginners bitesize
 Leadership & management
 Managing time & priorities
 bitesize
 Motivating & inspiring bitesize
 Presentation skills bitesize
 Working with young people
 (WEX)



MAY

Asbestos Licence Renewal
 Health, safety & alert induction
 Trauma Informed Care & PIE
 First aid
 Handling complaints
 Manual handling
 Leadership & management
 NEC
 Site Safety Plus

JULY

Celebrating Success bitesize
 Trauma Informed Care & PIE
 Use of circular saws & planes
 Handling complaints
 Leadership & management
 Managing time & priorities bitesize
 Motivating & inspiring bitesize
 NEBOSH certificate
 Power tools
 Presentation skills bitesize

SEPTEMBER

Confined spaces
 Excel for beginners bitesize
 Health, safety & alert induction
 Insurance claims
 Manual handling
 NEC
 Presentation skills bitesize
 QC Waste
 WH Leadership Conference
 Supervisor Development
 Programme launch



PAGE 2 FOR OCTOBER TO MARCH

A year of learning & development



136 passes

OCTOBER

Adobe Illustrator
Asbestos Licence Renewal
BM TRADA Fire Doors
Excel for beginners bitesize
Health, safety & alert induction
Housing data & analytics
Insights Discovery accreditation
Insurance claims
Supervisor development
SIA CCTV licence
Fire marshal
Worcester Bosch updates

DECEMBER

Customer service skills
Damp, mould & condensation (T)
Health, safety & alert induction
Manual handling
NEC
Power tools
Supervisor development
Site safety plus

FEBRUARY

Damp, mould & condensation (A)
Excel for beginners bitesize
Fire marshal
Health, safety & alert induction
Manual handling
NEC
Supervisor development

NOVEMBER

Coaching conversations bitesize
CV skills bitesize
Emotional intelligence bitesize
Health, safety & alert induction
Influencing skills bitesize
Insights Discovery intro workshop
Managing Safely for Champions
Manual handling
Supervisor development
SIA CCTV licence
Tetra working at heights

JANUARY

Damp, mould & condensation (T)
Damp, mould & condensation (A)
Emotional intelligence bitesize
Excel for beginner bitesize
Health, safety & alert induction
Influencing skills bitesize
Insights Discovery intro workshop
NEC
Supervisor development
NEBOSH certificate

MARCH

Damp, mould & condensation (A)
Asbestos licence refresher
Coaching conversations bitesize
Health, safety & alert induction
NEC
SIA CCTV licence

ALSO ...

L&OD team are shortlisted in 2 out of 5 categories at Housing Heroes!

6,811.5 hours

2,006 learners

82 course titles

PAGE 1 FOR APRIL TO SEPTEMBER



What our customers say about us



NEC training:



"Considering how NEC has evolved over the year this training was much needed. The training was very well delivered"

"It was spot on. Calvin was excellent, friend and non-judgemental"

"Cal was very good at his delivery and this is probably one of the only training days that I have managed to follow and keep up with"



Bitesize skills:

Embracing change - "the training was delivered with such high standards, kept us engaged all the way through and made me feel at ease"

Emotional intelligence - "the training was perfect - Sian was very knowledgeable and because the group was small it allowed people to have good discussions"

Presentation skills - "the training was really informative and well presented, I really enjoyed it and can't think of anything to improve"



"I always enjoy the bitesize courses and the ones I've completed have all been useful and relevant for my role."



"Never stop learning"



What our customers say about us



eLearning:



"An exceptionally good course. It was great as it was, nothing more to suggest"

"The content was great, the engagement and quizzes were brilliant. Thank you for the course I got a lot of value and confidence from it"

"Loved the recorded voice - makes it more interesting and loved the different types of quizzes"

REACH:

"I'm so grateful for all the support I received during my time on REACH. My confidence has grown enormously and you helped me realise that I have skills that I did not know existed"



"I was nervous and got lost coming here as I wasn't sure where I was going. I felt a bit uncomfortable at first as it's a new environment, but everyone was very friendly and welcoming so I soon felt more comfortable"

"I've liked being able to be hands on and will definitely be applying for an apprenticeship as I really enjoyed by placement here."



"Never stop learning"

Board Report

	Agenda Item 8
	30 June 2023 Revenue Outturn position 2022 - 2023
	Open Report
Status:	For Information
Author and job title:	Jo McCoy, Finance Business Partner, City of Wolverhampton Council
Contact No:	01902 554415
Recommendations:	Board members are asked to note the Revenue outturn position for the financial year 2022 - 2023 and the trading position on commercial activities.
Key risks and contentious issues:	<p>The draft outturn position for 2022 - 2023 is an overspend against the budget of £1.2 million. This includes £0.6 million of investment in facilities to rationalise office space which was planned to be funded from a reserve's contribution.</p> <p>Commercial trading activities have contributed £152,000 income net of costs to the budget position.</p> <p>Reserves at 31 March 2023 now sit at £3.1 million which remains in line with company policy, which has been to retain a reserve of 3% of turnover and is above the minimum required. This is however, considered to be less than one month's average expenditure and could make managing cashflow more challenging. Ongoing scrutiny of income and expenditure regularly takes place and discussions had with the CWC Financial Issues Group agreed the position.</p>

	The financial accounts are subject to external audit so the position could be subject to change.
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Management Summary

1.0 Purpose

1.1 This report is to inform the Board of the revenue outturn for the 2022 - 2023 financial year and the trading position on commercial activities.

2.0 Revenue Outturn 2022 - 2023

2.1 Wolverhampton Homes budget for 2022 - 2023 was £51.2 million with a planned £1 million contribution from reserves.

2.2 During that year it was noted that the expenditure was £2.9 million higher than budget and a request was submitted to the shareholder for an additional £2 million increase on the management fee for the company to be able to sustain services due to the unprecedented impact of the economic crisis.

2.3 Wolverhampton Homes has achieved an overall overspend of £1.2 million against the budget at the end of March 2023. Total income of £53.5 million is £2.2 million lower than expenditure of £55.2 million, requiring a total contribution from reserves of £2.2 million.

2.4 This position reflects a £2.0 million increase to the base Management fee to support the company in managing the impact of inflation. As forecast throughout the year, there has been particular pressure against repairs and maintenance budgets but also on waste, fuel and grounds maintenance.

2.5 Expenditure included one off costs related to the rationalisation of office space, including investing in the Wednesfield office which was planned to be funded from a reserve's contribution. These costs will be recovered over 2 years through savings in rental payments, business rates and office running costs.

2.6 The company had budgeted to use £1.0 million from reserves, however, due to unprecedented external pressures, the outturn is for a reserve's contribution of £2.2 million. The position is illustrated in Table 1.

Table 1 – Income and Expenditure Budget Position at 31 March 2023

Income and Expenditure	2022 - 2023 Budget £000	2022 - 2023 Outturn £000	2022 - 2023 Variance £000
Expenditure			
Employees	28,550	28,466	(84)
Non-Pay Costs	23,670	26,699	3,029
Total Expenditure	52,220	55,165	2,945
Income			
Management Fee	(40,682)	(42,682)	(2,000)
Trading Income	9,101	(8,698)	403
Other Income	(1,437)	(2,151)	(714)
Total Income	(51,220)	(53,531)	(2,311)

Net Budget position	1,000	1,527	527
Office rationalisation	-	600	600
Contribution from Reserves	1,000	2,234	1,234

- 2.7 The income the company achieved in 2022 - 2023 was £2.3 million higher than budget, including the £2.0 million increase to the Management Fee, with expenditure being £2.9 million above budget. The expenditure pressure has been on non- pay budgets, in particular relating to repairs and maintenance costs, although the high rates of inflation have caused pressures in other areas.
- 2.8 The responsive repairs budget has seen significant pressures due to both increasing costs and demand, in particular due to dealing with the impact of damp, mould and condensation (DMC). Expenditure in total was £2.2 million higher than the budget, this was on contracted expenditure. This area has seen contract price increases, but work programmes have also increased to address DMC issues and fuel price increases have had an impact.
- 2.9 There was a slight underspend against the budget for employee costs of £84,000, this budget was able to absorb the additional costs of the local government pay settlement which was around £600,000 higher than had been budgeted for, due to unfilled posts in the budget.
- 2.10 The outturn for supplies and services budgets was £522,000 above budget. There was spend of £110,000 relating to ICT software and licences, this area has been subject to contract price increases. Expenditure on financial assistance was £302,000 above budget, this has been funded from Household Support Grant paid over by the council, so was planned.
- 2.11 There was an overspend of £183,000 against the support services budget, which is due to increasing costs of the service level agreements with ICT and Legal services.
- 2.12 In total, further to the Management Fee increase of £2.0 million, the company achieved income above budget of £311,000. This was primarily made up of Household support grants and payment for insurance claims, offset by less income than expected for capital salaries due to unfilled posts.

3.0 Commercial Trading Activity - Trading Position 2022 - 2023

- 3.1 Commercial income activity covers trading income not earned through providing services to the council. As this is to third parties it is not included in the Mutual Trading Status approved with HMRC and therefore any profit is subject to Corporation Tax. The activities in 2022 - 2023 included Asbestos removal to external customers, Private Sector Leasing (PSL), rental of the company's own properties and management services to Help to Own.
- 3.2 Turnover for commercial income activity for 2022 - 2023 was £1,062,000 with direct costs of £853,000. After supervision and admin expenses of £57,000 are charged the net profit

for the year was £152,000. Overheads are apportioned where appropriate as allowable expenses when calculating the tax liability.

The breakdown of activities is shown in Table 2 below.

Table 2 – Commercial Activity breakdown

Income & Expenditure	Owned Properties £000	PSL £000	Help 2 Own £000	Asbestos services £000	Total £000
Turnover	(154)	(213)	(63)	(632)	(1,062)
Direct Costs	5	228	42	578	853
Supervision/fees/admin	-	25	-	32	57
Net (profit)/loss before overheads	(149)	40	(21)	(22)	(152)

- 3.3 Quarterly commercial updates for each of the commercial schemes will be included in this report going forward. Each respective lead Director has overall responsibility for ensuring delivery in accordance with the individual management agreements and commercial objectives. the commercial schemes.
- 3.4 Periodic reporting on commercial performance is a valuable governance platform, allowing the organisation to demonstrate its successful approach to VfM, both in the delivery of services and the resources available. It also provides the shareholder, the City of Wolverhampton Council (CWC) and Board the opportunity to assess the strategies and objectives adopted, and the potential for commercial success.
- 3.5 WH owned properties – Homes and Communities - management of the 19 WH owned properties continues to perform to predicted expectations. Tenancies for the year 2022 – 2023 have remained static. Stringent management of these properties continues, including annual checks, with no issues having been identified.
- 3.6 Private Sector Leasing (PSL) scheme – Homes and Communities - the strategy to de-risk commercial activity associated with the PSL portfolio is on-going, and where upon the expiry of the lease or the property becoming vacant WH will bring the lease with the landlord to an end. This will result in continual reductions of PSL properties being managed. CWC are reviewing the PSL model together with WH. Board will be updated on the outcome of the review in due course.
- 3.7 The Marches Estate: Help to Own scheme – Homes and Communities - all 100 properties have been let and subsequently occupied, with one property entering the second phase of occupation. Regular meetings with Help to Own remain extremely constructive and positive, as both organisations continue to learn from this new innovative housing model.

3.8 Asbestos services – Property - WH in-house team provide a range of specialist and licenced asbestos related services and works in addition to those that support our revenue funded core housing services.

Examples of additional third-party work are the:

- Provision of the City of Wolverhampton Council’s domestic citywide domestic Asbestos collection service.
- Strategic Construction Partnership: acting as specialist licensed Asbestos sub-contractor for a range of asbestos services related to capital schemes such as major capital voids, high rise infrastructure works, heating programmes and roofline work etc.
- Provision of limited Asbestos related services to Walsall Housing Group (WHG).

Asbestos Services continue to make a small surplus to ensure all costs are covered and recharges to the Capital Programme are minimised, to maximise overall value for money for the Council.

3.9 Danesmore Estate and the Marches Estate: Rentcharge Deed scheme – Homes and Communities – at the request of City Council, mutual discussions are underway with CWC to withdraw WH from the scheme.

4.0 Summary of Financial Position at 31 March 2023

4.1 Financial year 2022 - 2023 was an exceptionally challenging year, with inflationary cost pressures and demand for repairs and maintenance, already high post pandemic, being further impacted by the necessity to address DMC issues. The overall budget position was an overspend of £1.2 million against the budget, of which £600,000 was one off investment in office space.

4.2 In total, a reserves contribution of £2.2 million has been required, reducing reserves to £3.1 million. This remains in line with company policy, which has been to retain a reserve of 3% of turnover and is above the minimum required. However, in practice, the company has for many years held reserves higher than this which has assisted with cashflow management. The position will be kept under close review because current reserve levels will be less than an average month’s expenditure and this will make managing cashflow more challenging.

Table 3 - Reserve movements and balance at 31 March 2023

Detail	In year transactions £000	Balances at start and end of year £000
Profit and Loss Reserve at 01 April 2022		5,349
One off office rationalisation costs	600	
Contribution to revenue budget	2,234	
Accounting Transactions	(21)	
Total of transactions		(2,213)
Profit and Loss reserves at 31 March 2023		3,136

- 4.3 The company also has fixed assets in the form of 19 owned properties valued at £2.5 million which are generating annual income of around £150,000.
- 4.4 Looking ahead to 2023 - 2024, the Management Fee has been increased by a further £2.5 million and to balance the budget a further contribution of £1 million is planned. In the main this is due to the unprecedented increase in costs regarding materials, labour and provision of contractual services.
- 4.5 Alongside this, social housing is seeing a raft of regulation that is intended to drive up standards which was set on the backdrop of the Grenfell Tower tragedy and the death of toddler Awaab Ishak due to damp and mould in the property he resided with his parents. The new reforms are setting the tone for how housing will be managed, inspected and challenged in the future.
- 4.6 Repairs demand continues to be circa 20% above pre-pandemic levels, with a notable increase in larger planned repairs and customers reporting damp, mould or condensation in their homes. Operating costs also continue to increase, with higher material costs and contractor fees. Managers are proactively minimising costs where possible, by reviewing material costs and substitutions, reducing waste, improving productivity and negotiating reduced inflationary settlements with contractors. We also continue to attempt to recruit trades colleagues wherever possible, to reduce our reliance on contractors and exposure to volatile market rates.
- 4.7 The newly invigorated Housing Ombudsman has produced a series of Spotlight reports, which are taken from themes and outcomes from complaints across the country and put into context around the service failures. These reports provide action plans of how housing associations and landlords can improve their services to meet the needs and expectations of its customers whilst meeting regulatory requirements.

In addition to what has been experienced this year, it is noted that there will continue to be pressures particularly on repairs and maintenance due to several factors:

- Aging infrastructure – required ongoing repairs and maintenance to ensure the safety and liveability of the portfolio. Although the number of repairs remain static, the cost of each request is invariably higher.
- Compliance with regulations – the new reforms in social housing are setting the tone for the future, and this will undoubtedly impact the operating model going forward.
- Complex systems and facilities – heating, ventilation and gas and electrical systems etc. that require specialist skills and knowledge which continue to pose challenges in terms of the attraction and allocation of resource.
- Tenant welfare and support – there has been a change in the increased needs of customers within social housing, with more focus on the customer voice to ensure that tenants can have their repair requests dealt with promptly, that WH can provide necessary adaptations or respond to potential health and safety concerns such as damp, mould and condensation.

Addressing these ongoing pressures, requires a combination of adequate funding, efficient management systems, skilled staff, proactive management strategies and

collaboration – all of which will ensure the long-term sustainability and habitability of the portfolio of properties managed by WH.

5.0 Financial and value for money implications

- 5.1 Wolverhampton Homes has a long-term record of effective budgetary control and retains reserve balances of £3.1 million. The company has been able to absorb the overspend this year through maintaining reserves at a level to provide contingency.
- 5.2 In terms of forecasting, regular review of efficiencies from the Our Future programme will be factored into the budget review meetings to ensure that budget holders are considering new ways of working and the use of data and predictive system analysis.
- 5.3 WH has a Value for Money strategy in place – see the Value for Money action plan 2023 - 2024 at Appendix 1.

6.0 Legal and regulatory implications

- 6.1 Effective management of its budget and finances requires WH to work in new ways to deliver against the demands of new and emerging regulation.

7.0 Health and safety implications

- 7.1 Health and Safety is an integral part of WH responsibilities and budget is made available for the delivery of this function.

8.0 Human resource implications

- 8.1 There is a budget in place for the establishment requirements and WH is reviewing its ways of working as part of the Our Future programme, to ensure the service areas are adequately resourced and fit for purposes.

9.0 Equalities implications

- 9.1 Has an equality impact assessment been carried out. **No.**
- 9.2 Explanation: There are no proposals within this report.

10.0 Impact on the environment and community

- 10.1 Effective financial management of services delivered within the community is closely monitored to ensure this continues to have a positive impact on the environment and community whilst providing value for money.

11.0 Long term consequences for the company

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

12.0 Impact on business relationships with suppliers, customers and others

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

13.0 Impact on the Wolverhampton Homes' Management System

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

14.0 Appendices

14.1 Appendix 1: Value for Money action plan 2023 - 2024

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Appendix 1: Value for Money action plan 2023 - 2024

No.	Action	Aim	When	Business Area (s)	Proposed activity	Progress update
1.	Maintain compliance with Regulatory Standards	<ul style="list-style-type: none"> Meet the requirements placed upon the company, from a current and emerging regulatory perspective 	Annual	Cross cutting	<ul style="list-style-type: none"> Review company-wide activity against the requirement of the consumer standards 	<ul style="list-style-type: none"> Consumer Standards project in place to address Savills review outcomes – regular meetings take place. Regular reporting to CWC and to Board in June 2022
2.	Drive VfM throughout the delivery of the 4-year Business Plan 2019 - 2023	<ul style="list-style-type: none"> Enhance our community and customer focus Provide safe and secure homes Support people to sustain their tenancies and homes 	Quarterly	Cross cutting	<ul style="list-style-type: none"> Regular review of financial position to identify potential efficiencies and spend Budget forecast monitoring is undertaken on a monthly basis to inform and mitigate financial pressures where possible Medium Term Financial Planning (MTFP) - across all areas of the business which will be reviewed annually in line with the Business Plan and associated annual delivery plans 	<ul style="list-style-type: none"> Forecasting and budget meetings take place between WH SMT and CWC Finance team. Medium term financial planning reported on an annual basis to Board Budget for 2023 – 2024 presented to Board in March 2023 Regular financial reporting to Board including forecasts and outturn. Quarterly meetings taking place through the Financial Issues Group
3.	Create a Value for Money culture throughout the company	<ul style="list-style-type: none"> Demonstrate the positive impact our services have on our customers 	Annually	Cross cutting	<ul style="list-style-type: none"> Customer Experience update reported quarterly to Board and Communities and Service Delivery Committee – detailing any efficiencies made / invest to save Promoting and embedding a VfM culture by: <ul style="list-style-type: none"> VfM training and awareness included in the Organisational Development Strategy Delivering a high level of customer experience and working with customers to ensure their understanding in how value for money gains are realised Using Customer insight and feedback to improve service delivery efficiencies 	<ul style="list-style-type: none"> Value for Money action plan updates reported quarterly to Board Customer journey mapping overlaid with streamlining of processes is underway across the business. Centralisation of Requisitioner and Administration function - pilot underway Continual review of processes to automate where possible to reduce transactional costs. Process review to establish WH debt management recovery.
4.	Monitor Value for Money via the Senior Management team (SMT)	<ul style="list-style-type: none"> Demonstrate the progress and delivery value to the customers benefit 	Quarterly	Corporate Services	<ul style="list-style-type: none"> Change Management approach introduced Project management in place 	<ul style="list-style-type: none"> Finance agenda item on SMT to review forecasting, spend analysis and efficiency planning.

Appendix 1: Value for Money action plan 2023 - 2024

						<ul style="list-style-type: none"> Financial impact included in performance exception reports – shared with CWC. Budget management sessions taking place annually. Requisitioner process automated and centralised.
5.	Maximise value through procurement with a focus in the city	<ul style="list-style-type: none"> Deliver service improvements where appropriate, via all available mechanisms, to obtain VfM from spending on goods, works and services Maximising social value through procurement to the benefit of customers and local communities Maintain a contract register to enable the company to demonstrate that legislative requirements have been met 	Annually	Cross cutting	<ul style="list-style-type: none"> CSR - Partners and Contractors. Wolverhampton Homes develops partnerships with community groups supporting the priorities of CWC Partnerships will only be entered into where the aims and objectives are clear and can be linked to the business plan, and where the company is satisfied that joining the partnership is the best way of meeting its wider objectives and associated efficiency targets Our partners and contractors are briefed on how the company is approaching VfM and how they can contribute to this strategy where appropriate. 	<ul style="list-style-type: none"> Our Future review ongoing with efficiency approach to new ways of working include system development support. Corporate Social Responsibility strategy in place and shared with the community. WH Corporate Contract Register in place regularly reviewed. WH to actively support the outcomes arising from the Centre for Local Economic Strategies (CLES) as part of contributing to the Wolverhampton Pound Wolverhampton Homes and CWC reviewing procurement strategy.
6.	Measure the Return on Assets	<ul style="list-style-type: none"> WH plans to invest and build additional capacity into its stock investment and asset planning service during the life of the 4-year Business Plan 2019 – 2023 	Quarterly	Cross cutting	<ul style="list-style-type: none"> The use of direct resources to achieve the right balance between frontline services, maintaining existing assets and providing new homes Optimise the future return of WH assets 	<ul style="list-style-type: none"> Accommodation review completed with efficiencies realised. Our Future – field / fixed / flexi job role status being reviewed. System development underway to meet regulatory requirements i.e. stock data condition surveys.
7.	Understand value, optimise efficiencies, and use resources effectively	<ul style="list-style-type: none"> Embed a culture across the business where our people drive the delivery of VfM across the business 	Quarterly	Cross cutting	<ul style="list-style-type: none"> A secure operating model based on sustainable finances to include a provision for stress testing of each directorate service area Quarterly review of establishment, vacant posts, and salary implications Continual identification of new ways of working and service delivery Driving the digital agenda across the organisation to identify potential efficiencies and/or savings 	<ul style="list-style-type: none"> Finance meetings between CWC and WH take place to scrutinise budgets and forecasting. Quarterly attendance at CWC Financial Issues Group. Consideration of cost efficiencies in the delivery of the Our Future programme. Review of service delivery model to ensure a balanced and mixed economy of inhouse and subcontract labour to maximise productivity

Appendix 1: Value for Money action plan 2023 - 2024

						<ul style="list-style-type: none"> Vacancy management balanced by review of each role (digital / new ways of working)
8.	Include a specific VfM section in all future key business initiatives	<ul style="list-style-type: none"> Our VfM approach drives service improvements and enhances the customer journey 	N/A	Cross cutting	<ul style="list-style-type: none"> IT Strategy: <ul style="list-style-type: none"> IT developments and enhancements to improve customer self-serve options and to ensure staff have the right information and tools to deliver high level customer service Using IT as a way to 'invest to save', with a view to performance improvement and efficiency savings Data management: <ul style="list-style-type: none"> Continually improve process and data management that improve the customer journey Use data intelligence to inform service improvements Innovation: <ul style="list-style-type: none"> Disruptive Innovators Network (DIN) workshops completed Performance Framework review 	<ul style="list-style-type: none"> Value for Money implications considered in decision making process. Data review commenced. System development roadmap developed and regularly reviewed at SMT/SLT. Development of Customer App to increase self-serve options and reduce transactional costs.
9.	Monitoring and review of Value for Money action plan	<ul style="list-style-type: none"> Action plan to be developed to monitor progress against the strategy 	Quarterly	Corporate Services	<ul style="list-style-type: none"> Action plan developed to monitor progress against the strategy 	<ul style="list-style-type: none"> Value for Money action plan in place. Quarterly reporting to Board and CWC Financial Issues Group.

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