



# Wolverhampton Homes

## Open Board

3 September 2021

**Time** 10.30 am      **Public Meeting?** YES      **Type of meeting** Wolverhampton Homes  
**Venue** The Mount Hotel, Mount Road, Tettenhall Wood, Wolverhampton, WV6 8HL

### Membership

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

### Information

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

**Contact** The Business Assurance Team  
**Tel/Email** 01902 552956; WHSBusinessAssurance@wolverhamptonhomes.org.uk  
**Address** The Mount Hotel, Mount Road, Tettenhall Wood, Wolverhampton, WV6 8HL

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# Agenda

- | <i>Item No.</i> | <i>Title</i>   |
|-----------------|--|
| 1               | <b>Apologies</b>   |
| 2               | <b>Declarations of interest</b>  |
| 3               | <b>Minutes of previous Open Board meeting - 11 June 2021 (Pages 3 - 8)</b> |
| 4               | <b>Matters arising</b>   |

## **FOR INFORMATION**

- |   |   |
|---|---|
| 5 | <b>Revenue Outturn position 2020 - 2021 and Forecast for 2021 - 2022 - Jo McCoy, Head of Financial Management, City of Wolverhampton Council (Pages 9 - 14)</b> |
| 6 | <b>Equality and Diversity - Strategy and Action Plan Quarter 1 update - Julie Haydon, Assistant Director - Corporate Services (Pages 15 - 30)</b>               |
| 7 | <b>Capital Programme Outturn Quarter 1 2021 - 2022 - Simon Bamfield, Head of Assets and Stock Investment (Pages 31 - 40)</b>                                    |
| 8 | <b>A.O.B.</b>   |

**DATE OF NEXT MEETING: FRIDAY 10 DECEMBER 2021**

# M INUTES



**Meeting:** Open Board Meeting  
**Date:** Friday 11 June 2021  
**Venue:** Merry Hill Housing Office / Virtual meeting via Microsoft Teams  
**Time:** 9:30 am

## **MEMBERS IN ATTENDANCE: -**

Angela Davies	-	Board Chair – Tenant
Steve Finegan	-	Board Vice-Chair – Independent
Derek Allen	-	Board Member – Independent
Hajrija Dergic	-	Board Member – Independent
Joy McLaren	-	Board Member – Tenant
Mike Porter	-	Board Member – Tenant
Parveen Brigue	-	Board Member – Independent
Councillor Rita Potter	-	Board Member – Councillor
Victor Browne	-	Board Member – Tenant

## **STAFF IN ATTENDANCE: -**

Shaun Aldis	-	Chief Executive
Julie Haydon	-	Assistant Director – Corporate Services (Company Secretary)
Angela Barnes	-	Assistant Director – Housing Options
Darren Baggs	-	Assistant Director – Housing
Ian Gardner	-	Assistant Director – Property Services
Kevin Manning	-	Assistant Director – Strategic Management
Nicky Devey	-	Head of Business Services
Jessica Whitehouse	-	Business Assurance Officer
Michael Hough	-	Safety Health and Environmental Support Officer
George Williams	-	Assistant Health, Safety and Environmental Support Officer
Rebecca Clarke	-	Head of Customer Experience
Sarah Butcher	-	Head of Organisational Development and Employee Engagement

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

Melissa Green	-	Client Relationship Manager - Housing Managing Agents
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- Tim Munro - Head of Service Health & Safety, City of Wolverhampton Council
- Vicki Benton - Housing Strategy and Development Support Officer

<b>1.0</b>	<b>Apologies</b>	
1.1	Apologies were received from: <ul style="list-style-type: none"> <li>- Councillor Asha Mattu</li> <li>- Councillor Paul Appleby</li> <li>- Councillor Zareena Russell</li> </ul>	
<b>2.0</b>	<b>Declaration of Interest</b>	
2.1	Tenant related issues: <ul style="list-style-type: none"> <li>- Angela Davies</li> <li>- Joy McLaren</li> <li>- Mike Porter</li> <li>- Victor Browne</li> </ul>	
2.2	Noted: No specific conflict of interest identified.	
<b>3.0</b>	<b>Minutes of the previous meeting – 12 March 2021</b>	
3.1	The minutes of the previous Open Board meeting were agreed as a true record.	
<b>4.0</b>	<b>Matters arising</b>	
4.1	<b>Action: Page 6, item: 7.2 – Shared Services to be included in the proposed Value for Money (VfM) and Commercial report to Board, September 2021.</b>	<b>JH</b>
4.2	ASB Policy – Section 5 of the minutes – Clarity was provided in relation to Board member query on the escalation of levels of ASB. It was also confirmed that WH provide tenure neutral services across the city.	
4.3	Deferred items to be ratified – see A.O.B.	
<b>For Decision</b>		
<b>5.0</b>	<b>Modern Slavery Statement – Emma Rolinson</b>	
5.1	This report was presented by Julie Haydon, Assistant Director – Corporate Services on behalf of Emma Rolinson, Head of People.	
5.2	Board were advised that WH are required to publish the Modern Slavery Statement on their website.	

<p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p> <p>5.8.1</p>	<p>Board member raised the importance of Modern Slavery being visible and understood by staff and customers to increase awareness. It was confirmed to Board that there is a Whistle Blowing policy in place to support issues being raised.</p> <p>Board member commented on areas of focus to identify Modern Slavery in the community.</p> <p>Board were advised that it is essential to raise awareness around Modern Slavery. Even though statements are required, Modern Slavery is not well known or publicised. Wolverhampton Homes has a Whistleblowing Policy in place, whereby individuals can report issues anonymously.</p> <p>Board were informed of the work carried out across the Wolverhampton Safeguarding Partnership regarding Modern Slavery and trafficking, with an exploitation hub recently been set up. Work is being carried out in collaboration with the Refugee Migrant Centre (RMC), by the City of Wolverhampton Council's Private Sector team, and the Police.</p> <p>Work is ongoing to ensure issues of Modern Slavery and trafficking are noted within the city as key areas for concern. It has been generally noted that people may be fearful of reporting issues however, WH can support this through the partnership to encourage safe spaces for people to report their concerns.</p> <p>Board members suggested that training around raising awareness of modern slavery and trafficking could be explored which could be reflected in the Board members code of conduct. This would ensure that Board members are aware of their roles in this regard and are not inadvertently associated with these issues.</p> <p><b>Action: Board Development to include Modern Slavery awareness session.</b></p> <p><b>Deferred: Board members present noted the content of the report with ratification to be confirmed following the meeting to approve the Modern Slavery Statement for Wolverhampton Homes.</b></p>	<p><b>Business Assurance</b></p>
<p><b>For Policy Approval</b></p>		
<p>6.0</p> <p>6.1</p>	<p><b>Corporate Health and Safety Policy 2021 - 2022 - Annual update – Tim Munro, Head of Health and Safety, City of Wolverhampton Council</b></p> <p>The purpose of the policy is to provide an overarching direction supporting the commitment to health and safety. Matters such as Covid-19 would be covered in references throughout the policy such</p>	


	as 'undertaking suitable risk assessments' and 'ensure the health, safety and wellbeing of employees.	
6.2	Board members commented that this is an excellent policy – clear and easy to follow.	
6.2.1	<b>Action: Update the organogram and include updated Delegated Landlord Responsibilities following feedback from the Assistant Director for Property Services.</b>	<b>TM</b>
6.3	Board members were updated on the effectiveness of the Health, Safety and Wellbeing Committee and Health and Safety Champions meetings, chaired by the appropriate Assistant Director.	
6.4	The outcomes of the meetings feed into the Health, Safety and Wellbeing Committee.	
6.5	Since the change was implemented earlier this year, two meetings per directorate have been held with representation from all directorates which is increasing engagement for a greater number of staff.	
6.6	Tim Munro, Michael Hough and George Williams left the meeting.  <b>Deferred: Board members present noted the content of the report with ratification to be confirmed following the meeting to approve the revised Corporate Health and Safety Policy 2021 - 2022.</b>	
<b>For Information</b>		
7.0	<b>Performance Report - Financial Year-End – Justin Scott, Performance Manager</b>	
7.1	Rebecca Clarke – Head of Customer Experience attended for this item.	
7.2	Committee were updated of progress made across all Key Performance Indicators and the company's intention to learn from the impact of the pandemic. Committee were also updated with the work that has been done through the participation of the HouseMark benchmarking that has resulted in the continuation of the monthly pulse surveys across the sector.  Further information was shared in relation to key areas of performance with highlights and assurance provided on the following: <ul style="list-style-type: none"> <li>• 9 were off target (pink)</li> <li>• 6 were below target but within an acceptable tolerance (amber)</li> <li>• 4 were on target (green)</li> </ul>	

7.3	<ul style="list-style-type: none"> <li>6 achieved a stretched target (Great)</li> </ul> <p>Board members queried how Wolverhampton Homes is currently comparing itself to other housing providers in the West Midlands in relation to rent arrears and universal credit.</p>	
7.3.1	<p><b>Action: comparison data in relation to other housing providers to be collated and shared with Board at the next meeting.</b></p> <p><b>Deferred: Board members present noted the content of the report with ratification to be confirmed following the meeting.</b></p>	Business Assurance
7.4	Rebecca Clarke left the meeting.	
8.0	<p><b>People Development – Annual Update 2020 - 2021 – Sarah Butcher, Head of Organisational Development and Employee Engagement</b></p>	
8.1	Board were provided with an update on people development, training and employability, and opportunities provided for employees and customers as part of the Organisational Development (OD) Strategy (2020 - 2023).	
8.2	Board were advised that continued organisational development is key to supporting the business priorities. Employee engagement is key with mental wellbeing high on the agenda; it is identified that positive wellbeing has a direct correlation to employee engagement and customer satisfaction.	
8.3	<p>Through discussion, it was agreed that quarterly staff surveys would remain in place with a view to introducing more regular pulse surveys.</p> <p><b>Deferred: Board members present noted the content of the report with ratification to be confirmed following the meeting to note:</b></p> <ol style="list-style-type: none"> <li><b>the content of the report</b></li> <li><b>how the activity on the people development agenda directly supports the Organisational Development strategy and Wolverhampton Homes' business plan</b></li> </ol>	
8.4	Sarah Butcher left the meeting.	
9.0	<b>A.O.B.</b>	
9.1	No items of any other business were raised.	

<b>10.0</b>	<b>Date of next meeting</b>	
10.1	<b>Date:</b> Friday 03 September 2021 <b>Time:</b> 09:30 am	



# Board Report

	<b>Agenda Item 5</b>
	<b>3 September 2021</b> <b>Revenue Outturn position 2020 - 2021 and Forecast for 2021 - 2022</b>
	<b>Open Report</b>
<b>Status:</b>	For Information
<b>Author and job title:</b>	Jo McCoy, Head of Financial Management, City of Wolverhampton Council
<b>Contact No:</b>	01902 554415
<b>Recommendations:</b>	<b>Board members are asked to note the Revenue outturn position for the financial year 2020 - 2021 and the forecast for 2021 - 2022 as at quarter one.</b>
<b>Key risks and contentious issues:</b>	<p>The outturn position for 2020 - 2021 is an underspend against the budget of £1.9 million resulting in a contribution from reserves of £0.7 million</p> <p>The budget for 2021 - 2022 has been balanced without a contribution from reserves. The quarter one forecast is currently for a modest underspend against the budget, but it is early in the year to be able to predict with complete certainty.</p>

## Management Summary

### 1.0 Purpose

1.1 This report is to inform the Board of the revenue outturn for the 2020 - 2021 financial year and the quarter one forecast position for 2021 - 2022 as at 30 June 2021.

### 2.0 Revenue Outturn 2020 - 2021

2.1 Wolverhampton Homes has achieved an overall underspend of £1.9 million against budgets at the end of March 2021. Total Income of £49.6 million is £0.5 million lower than expenditure of £50.1 million and there were accounting adjustments of £0.2 million required, resulting in a contribution from reserves of £0.7 million. The budgeted contribution was for £2.6 million. The position is illustrated in Table 1.

**Table 1 – Income and Expenditure Budget Position at 31 March 2021**

	2020-2021 Budget £000	2020-2021 Outturn £000	2020-2021 Variance £000
<b>Expenditure</b>			
Employees	28,304	27,194	(1,110)
Non-Pay Costs	23,902	22,938	(964)
Total Expenditure	52,206	50,132	(2,074)
<b>Income</b>			
Management Fee	(40,047)	(40,086)	(39)
Trading Income	(9,056)	(9,032)	24
Other Income	(503)	(515)	(12)
Total Income	(49,606)	(49,633)	(27)
<b>Net Budget position</b>	<b>2,600</b>	<b>499</b>	<b>(2,101)</b>
Accounting Adjustments	-	213	213
<b>Contribution from Reserves</b>	<b>2,600</b>	<b>712</b>	<b>(1,888)</b>

2.2 The income the company achieved in 2020 - 2021 was very close to budget, so the underspend for the year of £2.1 million was against expenditure. This is despite the impact of the pandemic and the need to spend resources on PPE followed by increased spend on void refurbishment in the second half of the financial year.

2.3 The most significant underspend was £1.1 million against employee budgets, £0.6 million against the budget for pay award and the People Deal with the balance being vacant posts.

2.4 There was an overspend against void contractor budgets of £800,000 as additional resources were required to catch up after the lockdown period, but repairs and maintenance budgets costs were within budget overall due to offsetting underspends on other work programmes.

- 2.5 There was an underspend against the transport budget of £300,000, this was a combination of reduced spend on car allowances and parking and budget having been set aside for increased fleet costs which were not fully incurred during the year.
- 2.6 There was an underspend of £257,000 against the budget for the ICT SLA and an underspend against the budget for facilities of £320,000. This was a one off budget set aside for work to office accommodation which was not required.
- 2.7 The overall contribution from reserves required to support the budget in 2020 - 2021 was £712,000. This is net of accounting transactions required under International Financial Reporting Standards for leased assets and investment properties, and the requirement to account for accrued holiday pay. These total £213,000 and do not affect the company's cash balances. The reserves position is set out below in Table 2.

**Table 2 - Reserve movements and balance at 31 March 2021**

	In year transactions £000	Balances at start and end of year £000
Profit and Loss Reserve at 01 April 2020		8,996
Purchase of Investment Properties	2,435	
Contribution to revenue budget	499	
Accounting Transactions	213	
Total of transactions	3,147	(3,147)
Profit and Loss reserves at 31 March 2021		5,849

### 3.0 Forecast Outturn at Quarter One for 2021 - 2022

- 3.1 A balanced budget was set for 2021 - 2022, with no planned contribution from reserves to ensure that the company can operate within the limit of our annual income and use reserves for contingency and investment purposes only.
- 3.2 The forecast budget position at 30 June 2021 is for a £131,000 underspend against budget. The position is summarised below in Table 3.

**Table 3 – Forecast outturn for 2021 - 2022 at Quarter 1**

	2021-2022 Budget £000	2021-2022 Forecast £000	2021-2022 Variance £000
<b>Expenditure</b>			
Employees	27,731	26,672	(1,049)
Non-Pay Costs	22,179	22,794	615
Total Expenditure	49,900	49,466	(434)
<b>Income</b>			
Management Fee	(39,647)	(39,647)	-
Trading Income	(9,302)	(9,101)	201
Other Income	(951)	(849)	102

Total Income	(49,900)	(49,597)	303
<b>Net Budget position</b>	-	-	<b>(131)</b>

- 3.3 The employee budget is forecast to underspend by around £1 million. The employee budget was based on staff in post at the end of January 2021 with allowances for increments and where vacancies were being covered by agency workers. In the meantime, staff numbers and agency spend have reduced.
- 3.4 WH are mindful of the potential for a pay award that is currently in dispute with the Unions. This will be factored into the pay budget.
- 3.5 Expenditure on voids and repairs is forecast to be higher than budget by £1.1 million, this is due to spend on contractors.
- 3.6 There are other underspends forecast on non-pay which partially offset the contractor spend; a reduction on the cost of the Service Level Agreement with ICT of £139,000 and underspends of £191,000 on supplies and services.
- 3.7 In general, income is expected to be in line with budgets. Trading income is forecast to under achieve by £200,000 which is due to a prudent view being taken at this stage of income to be recharged to the capital programme.

#### **4.0 Summary of Financial Position for 2021 - 2022**

- 4.1 The overall position at quarter one is of a slight revenue underspend of £131,000 against the budget for 2021 - 2022. This demonstrates Wolverhampton Homes' track record of controlling expenditure and maximising income. However it is very early in the year and there could be unforeseen impacts of the covid pandemic on the financial position.
- 4.2 The final investment property was purchased in May 2021 at a cost of £185,000 including stamp duty. This has been charged against reserves.
- 4.3 Reserves balances now total £5.6 million. This leaves funding available as planned for one off investment as the company looks to decrease costs overall in line with the Medium-Term Financial Strategy.

#### **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 £5.6 million.

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

- 6.1 There are no legal implications regarding the content of this report, however the company is mindful of the need to review any implications in relation to Teckal.

## **7.0 Human resources implications**

7.1 Human resource implications may result, in relation to pay budgets.

## **8.0 Health and safety implications**

8.1 There are no proposals within this report in relation to health and safety implications.

## **9.0 Equalities implications**

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

9.2 Explanation: None applicable in this report.

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

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

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

11.1 Tight control of budgets ensuring the best use of cash reserves is essential to ensure the long term sustainability of the organisation.

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


12.1 Prudent financial planning is required to ensure an excellent level of service for customers and support for 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**

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# Board Report

	<b>Agenda Item 6</b>
	<b>03 September 2021</b> <b>Equality and Diversity – Strategy and Action Plan Quarter 1 update</b>
	<b>Open Report</b>
<b>Status:</b>	For Information
<b>Author and job title:</b>	Julie Haydon, Assistant Director – Corporate Services
<b>Contact No:</b>	07870 363036
	<b>Board Members are asked to note the progress made in relation to:</b> <ul style="list-style-type: none"> <li>• <b>Quarter 1 update – Action Plan</b></li> <li>• <b>Key highlights</b></li> </ul>
<b>Key risks and contentious issues:</b>	<p>Failure to meet legislative requirements in relation to the Public Sector Equality Duty requirements as laid down by the Equality Act 2010.</p> <p>Wolverhampton Homes (WH) must adequately identify and meet the needs of all sections of the communities it serves.</p>

## **Management Summary**

### **1.0 Introduction**

- 1.1 Equality Diversity and Inclusion (EDI) continues to be a key consideration throughout the activities and culture within Wolverhampton Homes (WH). Equalities is firmly embedded within the 4 year Wolverhampton Homes Business Plan 2019 - 2023.
- 1.2 As an organisation, WH remains committed to providing equality of access and opportunity to services, and in embracing the diversity of staff, customers and communities.
- 1.3 The Board are asked to note that thanks go to the City of Wolverhampton Council's EDI team who play a continued integral part in the progression of the EDI activity at WH.

### **2.0 Purpose**

- 2.1 This report provides the quarterly update on progress made in relation to delivering against our EDI Strategy 2020 - 2023 action plan.
- 2.2 It also provides information on the actions we have taken to support the mainstreaming of equality across all functions.

### **3.0 The Equality, Diversity and Inclusion Strategy**

- 3.1 As Board will be aware, the strategy was signed off in December 2020, and subsequently launched, with overarching objectives and priorities being disseminated across the business in the form of an action plan.
- 3.2 In delivering the associated action plan, Wolverhampton Homes will continue to work towards meeting the five broad equality objectives aligned with best practice against national standards, (e.g. the Local Government Associations recommended 'equality outcome' areas of the Social Housing Equality Framework, Chartered Institute of Housing (CIH), Equalities & Diversities Standards and the Housing Diversity Networks standards).

### **4.0 EDI Strategy action plan - quarter 1 update**

- 4.1 In reporting on the activity against the action plan, WH have had the opportunity to step back and celebrate the work done to create an environment where people are encouraged to be themselves and to speak up about the issues that matter to them.
- 4.2 The Staff Equality Forum are passionate, honest and relentless in advocating for change. Championing equality, diversity and inclusion is not only about inclusion for all but is also about championing the right behaviours that must happen to change hearts and minds at all levels of the organisation.
- 4.3 It is vital that, if WH is really to create an organisation where the principles of equality and inclusivity are woven into everything we do, our values underpin everything we do and



our culture is founded upon them. There is a specific responsibility on the leadership teams to lead the way.

4.4 The Equality, Diversity, and Inclusion action plan – quarter 1 update is detailed at appendix 1.

## 5.0 Key Highlights

Key highlights are detailed below in relation to the specific outcome and activity:

### 5.1 Outcome 1 – Knowing our Customers

- Equality Impact Assessments are now incorporated as an integral part of the process for Change Management and Project Management activity and are undertaken for all key decision and service delivery changes
- A review of the customer journey is underway, with information from the recent staff surveys informing the process
- The new Housing Assistance Policy has been approved which provides more flexibility for access funding and a wider range of household needs
- Multi-deprivation / ASB concerns are referred for assessment via the Sustainable Estates Programme, to identify key target areas

### 5.2 Outcome 2 – Leadership, Partnership and Organisational Commitment

- Employment profiles and gender pay gap for 2020 have been published on the company website
- The Stonewall submission is on track for submission by October 2021 with staff network groups meeting regularly supported by the City of Wolverhampton Council's Equality, Diversity, and Inclusion team to understand the requirements of the submission
- WH has a Staff Equality Forum made up of representative groups covering the main protected characteristics. The Equality Forum is chaired in collaboration with the City's EDI team and includes representative groups including:
  - Race, Religion and Belief
  - LGBGTQ+
  - Gender, maternity and paternity
  - Disability and mental health
- Each Staff Equality forum group meets monthly, with one full equality forum meeting quarterly playing an important and visible role in driving awareness raising and belonging with each group:
  - chaired by a member of staff, supported by a member of the Senior Management Team
  - having an accessible budget in place
  - attends SMT to help inform decision making

- has engaged in the reshaping of services in line with Our Future, Equality handy guide, Health & Wellbeing Strategy, Equality Champions Terms of Reference, Mentoring Programme, No Offence training
- has supported the development of customer survey questions

### 5.3 Outcome 3 – Involving our customers

- Equality and Diversity Steering Group (EDSG) - continues to meet, supported by a dedicated member of the City of Wolverhampton’s EDI team, and the WH Senior Management Team
- The EDSG group provides an important link for WH with third sector community organisations and will support WH in the monitoring of performance, service delivery, policy, and procedures
- Feedback and insight from customers has helped to shape the Annual Report
- Insight and data has been captured from the recent customer surveys that support the overall profile data of our customer base

### 5.4 Outcome 4 – Responsible services, Access and Customer Care

- Training completed with West Midlands Police has supported the triage process and is helping with understanding across the partnership in relation to both the actual needs of the household, and the supply of social housing
- Protocols in place with the Refugee and Migrant Centre enables quality and advice can be delivered to affected customers
- All new Universal Credit customers receive contact and support from the Money Smart Team
- Content of Homes in the City (HITC) website being reviewed in readiness for the go live of the new Allocations Policy in September 2021. Website has ‘read aloud’ technology embedded and awareness information will be provided to support agencies such as Refugee Migrant Centre in the lead up to go live.
- Approximately 60 families have been supported through referrals to the Money Smart Team, Refugee & Migrant Centre, Strengthening Families Team, and the provision of food parcels

### 5.5 Outcome 5 – Skilled and Committed Workforce

- WH launched a newly refreshed and revised Mentoring Programme on 01 March 2021 to support professional and career development. The programme was developed with the support of the Equality Forum groups and the Staff Engagement group. This provides:
  - the opportunity for either a traditional mentor to mentee relationship, as well as a reciprocal relationship
  - Reciprocal mentoring provides opportunities for individuals from under-represented groups (such as Black, Asian, Minority Ethnic groups, LGBTQ and Disability) to work as equal partners with senior leaders in a relationship where knowledge and understanding of both sides of lived experiences creates awareness, insights and action that directly contributes towards the creation of a more equitable and inclusive organisation

- Work has been undertaken with colleagues with the city’s EDI and Organisational Development (OD) teams, to design and create new EDI No Offence training, which is up to date and relevant for both WH and CWC. The training:
  - has been launched as a learning pathway in My Learning Hub
  - pathway focuses on creating a positive working environment that treats all colleagues with respect and courtesy
  - explores the benefits of inclusivity and the importance of embracing difference in the workplace
  - pathway brings together a variety of different types of content to allow the learner to experience learning from different sources such as video, lived experiences, eLearning, and animation, as well as discussion, and group activities
  - offers an overall aim to ensure 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
- Awareness raising from the Equality Forum Network is delivered regularly through various methods including Yammer updates, vlogs, a calendar of celebration dates, news items and email. Work has been undertaken to ensure promotion and communication of EDI activity for each of the groups including for example:

<b>LGBGTQ+</b>	<b>Gender, Maternity and Paternity</b>	<b>Disability and Mental Wellbeing</b>	<b>Race, Religion and Belief</b>
LGBT History month	Celebration of Internal Women’s’ Day	International Day of People with Disability	Supported the take up of vaccinations in the community
Attendance at the Building the house of Stonewall event	Apprentice blogs for National Apprenticeship week	Disability confidence accreditation – Level 2	Attended “Transforming Communities Together”
Attendance at Chatty cafes	Let’s talk... the lived experiences of women	Training – Equality for Deaf People in Mental Health Settings	Community champions meeting with CWC/External organisations
Transgender day of visibility		Mental Health virtual café	Let’s talk... race sessions
Use of Pro-nouns		British Sign Language Charter	Stand up against Racism – key celebration day
Meeting with Stonewall regarding Non-Binary policy		International Day of People with Disability	

- **Creating an inclusive colleague experience**

- Ensuring that attraction, recruitment, onboarding, and management supports equality throughout the employee lifecycle is important. WH have partnered with several recruitment organisations to develop targeted recruitment, specifically for the LGBTQ+ community. Other work will continue to ensure that we create targeted opportunities for other underrepresented groups.
- Data from our workforce is supporting opportunities for development for staff, along with barriers that are faced by certain groups
- Every recruitment panel is made up of a diverse group of staff
- Work has been done to support applicants with mentoring prior to the interview process
- Completed a targeted apprentice recruitment campaign resulting in the appointment of 9 apprentices
- Let's talk sessions have been arranged with staff in relation to race, religion and belief; and gender and have been well attended. Feedback has been positive, and a schedule of dates is being planned for September 2021 onwards. All events are attended by Assistant Directors and the Chief Executive.

## **6.0 Looking forward – key activities for the next quarter**

6.1 WH and CWC Leads will review the Equality, Diversity, and Inclusion strategy to ensure that our objectives support the needs of our staff and customers. As an industry, it's key that we work together to call out discrimination, whether systemic or behavioural and seek to address inequality wherever it is found within our sector. We are at a point where equality, diversity and inclusion are recognised as necessities, both from a human and business perspective and as such, are championed from the top.

6.2 Although WH have achieved much so far this year, however, the company cannot be complacent. The change required, is a change in hearts and minds and by doing that, we can continue to create a welcoming organisation, a welcoming industry that attracts the best talent, drives productivity and innovations and ensure that the right homes are provided for the people that need them.

Further work will include the:

- Production of an annual equality, diversity, and inclusion report
- Review of data and insight to ensure that our EDI Strategy is fit for purpose and the objectives support the changing landscape of housing
- Review the current targets that were against the 2011 Census – to reflect the outcomes of the 2020 Census more closely
- Roll out of a leadership programme for Black, Asian, and Minority Ethnic colleagues
- Continuation of the uses of the mentoring scheme to support staff opportunities for development and promotion, for black and minority ethnic staff and for females
- Standardisation of the equality monitoring data going forward – specifically how we capture LGBTQ+ / trans / non-binary – and the development of a Power BI dashboard for this information

- Ongoing monitoring of the Gender Pay Gap to understand the difference in the average pay between all men and women in our workforce, and the production of our Ethnicity Pay Gap report
- Development of our Equality Champions Forum to include a strand on Neurodiversity, and Future Leaders Development of an Allyship programme
- Intention to apply to the NHF Board level EDI Group - the NHF are recruiting board members to join a new NHF national group who will consider how board can improvement equality, diversity an inclusion with a focus initially on race Board are asked to consider their involvement and will be invited to apply Applications are welcomed from Black, Asian, and Minority Ethnic, LGBTQ+ and disabled people
- Utilisation of the NHF EDI Tool developed by the NHF will support WH to compare the workforce against the communities served

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

7.1 Budget allocation has been made for the work of the Staff Network Groups.

## **8.0 Legal and regulatory implications**

8.1 Mainstreaming equalities and building cohesive communities is at the heart of national policy.

8.2 Social landlords are required to comply with and meet specific duties outlined within the Equalities Act 2010.

## **9.0 Human resources implications**

9.1 It is imperative that initiatives are delivered to support staff particularly those from BAME backgrounds as part of this strategy.

9.2 Our values underpin how we work together with people and communities to achieve common goals and how we influence others and interact with our colleagues and customers.

## **10.0 Health and safety implications**

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

## **11.0 Equalities implications**

11.1 Has an equality impact assessment been carried out? **N/A.**

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

12.1 Supporting customers to sustain their tenancies will have a positive impact on the wider community and should increase the general wellbeing of customers and their ability to manage their homes better.

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

- 13.1 Regular equalities monitoring of services is essential – this is to reflect and take account of the changing demands and priorities placed on Wolverhampton Homes as a company.
- 13.2 More importantly WH will aim to meet social and ethical responsibilities by making sure that there are ‘meaningful equality outcomes’ against core business activities and continue to sustain excellent standards in Equality, Diversity and Inclusion.

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

- 14.1 Wolverhampton Homes has a duty to ensure that their partners and contractors meet the duties outlined within the Equalities Act 2010.
- 14.2 Learning from equalities monitoring data will help to improve services, resulting in more positive relationships with our customers.

### **15.0 Impact of Covid-19**

- 15.1 The impact of Covid-19 has been detailed within this report where appropriate.

### **16.0 Impact on the Wolverhampton Homes’ Management System**

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

### **17.0 List of Appendices**

- 17.1 Appendix 1: Equality, Diversity and Inclusion Action Plan - Quarter 1 update

## Appendix 1: Equality, Diversity and Inclusion Action Plan - Quarter 1 update

Strategic Objective	Service Area Priorities	Required Outcome	Quarter 1 Update
<b>Knowing our Customers</b>	To increase customer data in those categories where we hold the least information about our customers, using it in line with the principles of the Equality Act 2010 and refine the data to make the most difference to the way that we deliver services, taking action to address known inequalities of outcomes in the delivery of our services.	<p>Improved data held on tenants and their protected characteristics - by gender 100%, by disability 99%, by ethnicity 99%, by sexual orientation 56%, by marital status 100%, by age 100% and by religion 58%.</p> <p>This data is used to inform the development and delivery of key policies, services and functions, with evidence and examples required.</p>	<ul style="list-style-type: none"> <li>• Support needs assessed in every tenancy breach case</li> <li>• Review of the customer journey and amendments to processes completed in order to allow better end to end support for customers and an easier application process to reduce the fall out rate</li> <li>• Housing Assistance Policy fully reviewed and signed off - allows more flexibility in terms of who can access funding and more responsive to a wider range of household needs</li> </ul>
	Use all customer satisfaction data collected to identify and undertake targeted work with underrepresented groups.	Improved engagement with stakeholder audiences.	<ul style="list-style-type: none"> <li>• Service review of the customer in need of support policy / procedure has commenced</li> <li>• Multi deprivation / ASB concerns referred for assessment via Sustainable Estates programme</li> </ul>
	Have a deeper understanding of current and future customer needs.	Analysing customer satisfaction across different groups improving service performance measures these will vary by service area.	<ul style="list-style-type: none"> <li>• Information gathered around reasons for approaches to homeless services. Further analysis to take place in conjunction with CWC.</li> <li>• Action plan in development following customer</li> </ul>

			satisfaction survey analysis completed on 25 failing cases to identify areas of need. All new tenants are contacted by Money Smart. All customers in temporary accommodation receive additional support to ensure they are tenancy ready.
<b>Leadership, Partnership &amp; Organisational Commitment</b>	Supporting the mainstreaming of EDI through the WH Business Plan and other key strategies.	Use of equality information in our business planning process and ensuring that resources are effectively targeted.	<ul style="list-style-type: none"> <li>• Each member of the Senior Management Team (SMT) has a lead at each of the Equality Champion groups</li> <li>• Budget agreed and communicated to Equality Champion Leads</li> <li>• Key dates set and agreed by Equality Champion Leads, supported by the Communications team</li> <li>• Events taken place to support International Women's Day</li> <li>• Quarterly blogs for internal and external distribution</li> </ul>
	Promote progress and key measures of success - reporting annually to Board and Committees on EDI.	Achievements and successes are highlighted and reported on along with progress made to the relevant committees and Board.	<ul style="list-style-type: none"> <li>• Working towards Stonewall submission due October 2021</li> </ul>
	Equality impact considerations are part of all key decision making at WH.	Equality Impact Assessments routinely undertaken / completed across all areas of WH business, where relevant, and results published each quarter.	<ul style="list-style-type: none"> <li>• Equality Impact Assessment's (EIA's) are undertaken on key decisions and service delivery EIAs renewed at</li> </ul>



			<p>Equality Circle Forum (ECF)</p> <ul style="list-style-type: none"> <li>• Employment profiles data and gender pay gap for 2020 published on website to inform Equality Impact Assessments</li> <li>• Schedule for remainder of EIAs agreed for 2021 - 2022</li> </ul>
<b>Involving our Customers</b>	Undertaking targeted engagement with community groups who can act as a sounding board, critical friend and consultation / promotion mechanisms, demonstrating our understanding of issues raised and taking actions to address these.	Customer engagement and satisfaction across different groups.	<ul style="list-style-type: none"> <li>• Equality and Diversity Steering Group (EDSG) meetings diarised quarterly</li> <li>• Agenda includes updates on strategy and action plans. Senior Leadership team (SLT) members invited as required</li> </ul>
	Consulting with community groups on the design, delivery and evaluation of equality and diversity events and programmes, encouraging and building relationships to better understand the needs of communities we work with and serve.	Service Level Agreements in place / effectively monitored with key agencies who deliver bespoke / culturally sensitive services to specific sections of the community we serve (ACCI, RMC).	<ul style="list-style-type: none"> <li>• Service Level Agreement (SLA) currently being reviewed by CWC and WH - first draft stage</li> </ul>
<b>Responsible Services, Access and Customer Care</b>	Recognise that some customers will need solutions that are tailored to meet their specific needs and requirements.	Evidence / data used to tailor service delivery through clear and consistent examples in reports to boards, committees and staff.	<ul style="list-style-type: none"> <li>• Implementation of CWC's New Housing Allocations Policy in process</li> <li>• CWC Housing Strategy in negotiations with ICTS to review existing Housing in the City (HITC) website to ensure information is accessible and the website is as easy to use as possible</li> </ul>

			<ul style="list-style-type: none"><li>• Reports showing take up of the new Allocations Policy applications will provide information on characteristics of those customers registering so that this can be compared to the City as a whole</li><li>• Support available from WH Money Smart team</li><li>• WH specific impact for under-represented groups</li><li>• Protocols with Refugee and Migrant Centre (RMC) and African Caribbean Community Initiative (ACCI) - 37 customers accessed</li><li>• RMC for benefits advice and 14 accessed ACCI</li><li>• 242 reported cases of domestic abuse. All cases have been triaged and managed in accordance with agreed processes including high risk cases being heard at Multi-Agency Risk Assessment Conference (MARAC).</li><li>• Training completed with West Midlands Police (WMP) which has supported the triage process and is helping with understanding across the partnership in relation to both the actual needs of</li></ul>
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			<p>the household and the supply of social housing</p> <ul style="list-style-type: none"> <li>• Protocol in place with RMC this enables quality and advice can be delivered to affected customers</li> </ul>
	<p>Our services remain accessible, inclusive and responsive to the diverse needs of people living in Wolverhampton across all protected characteristics.</p>	<p>All services utilise customer information to deliver responsive services.</p>	<ul style="list-style-type: none"> <li>• Protocols in place with RMC and ACCI to ensure support referrals can be submitted</li> <li>• All new Universal Credit (UC) claimants receive contact / support from WH Money Smart team</li> <li>• Tenancy Management has a "non-contact in 12 month" report and the customers showing on this reported are visited</li> <li>• 6 incidents of SHARPs requiring removal were reported to Estate Services which were all removed within 24 hours</li> <li>• Concierge Supervisors and Concierge Officers are a daily presence on all high rise estates and respond to any reports of hazardous waste or graffiti immediately, including out of hours</li> <li>• 22 support referrals were made during Quarter 4</li> </ul>
	<p>Strong understanding of our local areas in order to target resources to where they will be most effective, for example in meeting the needs of vulnerable</p>	<p>Service delivery responds to the diverse needs of our customers and their needs.</p>	<ul style="list-style-type: none"> <li>• Content of Housing in the City (HITC) website being reviewed in readiness for new Allocations policy go</li> </ul>

	people or communities and delivering good equality outcomes.		<p>live in September 2021. Website has read aloud technology embedded and awareness information will be provided to support agencies such as RMC in the lead up to go live.</p> <ul style="list-style-type: none"> <li>• Over 300 referrals received, 10% of which decline to take up the Sanctuary offer</li> </ul>
<b>Skilled and Committed Workforce</b>	Delivering appropriate training to colleagues at all levels of the organisation so that everyone is able to understand and respond to differing needs.	Evidence of training and employee relations outcomes for different staff groups.	<ul style="list-style-type: none"> <li>• No Offence training programme launched with initial modules including unconscious bias and hate crime</li> <li>• Trusted Assessor training completed, and ongoing refresher training undertaken as required</li> </ul>
	Fostering a culture of inclusion and to support staff engagement by promoting good practice, setting clear expectations and visibly tackling behaviours that are unacceptable and discriminatory.	Staff Engagement for different groups to promote a happy and healthy workforce and confidence in reporting bullying and harassment / behaviours not in keeping with corporate values.	<ul style="list-style-type: none"> <li>• Calendar of dates in place – driven by Race, Religion and Belief forum</li> <li>• Feedback provided from Equality Champion Group to support new Health and Wellbeing Strategy. EIA completed and action plan developed</li> <li>• Tender completed for Counselling provision</li> <li>• Support provided by HR team at Equality Forum events</li> <li>• Equality Champion groups in place</li> </ul>

			<ul style="list-style-type: none"> <li>• Let's Talk sessions and virtual cafes held for open and honest discussions</li> <li>• Initial discussions in place with CWC regarding implementation of the Allyship Model</li> <li>• Whistleblowing Policy reviewed and updated giving staff opportunity to raise and highlight concerns</li> <li>• Grievance resolution policy also available</li> </ul>
	<p>Exploring ways to increase greater representation of underrepresented groups.</p>	<p>Internal promotions and make up of staff at different levels of the organisation.</p> <p>Monitoring available workforce data against the protected characteristics for applicants for employment, promotion; unsatisfactory performance; discipline and grievances, flexible working and leavers to the organisation.</p>	<ul style="list-style-type: none"> <li>• Refreshed Mentoring programme launched in March 2021</li> <li>• Equality Leads for Equality Champions group invited to attend SMT meetings as staff representatives</li> <li>• Staff engagement in developing customer satisfaction survey</li> <li>• Staff feedback sought on mentoring programme, No Offence training and Health and Wellbeing strategy</li> </ul>

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# Board Report

	<b>Agenda Item 7</b>
	<b>03 September 2021</b> <b>Capital Programme Outturn</b> <b>Quarter 1 2021 - 2022</b>
	<b>Open Report</b>
<b>Status:</b>	For Information
<b>Author and job title:</b>	Simon Bamfield, Head of Assets and Stock Investment
<b>Contact No:</b>	07717 732984
<b>Recommendations:</b>	<b>Board Members are asked to note the outturn figures and performance achieved in the delivery of the Housing Revenue Account (HRA) Capital Programme</b>
<b>Key risks and contentious issues:</b>	<p>Despite best endeavours, the delivery of the HRA Capital Programme continues to be adversely affected by the following factors in relation to the:</p> <ul style="list-style-type: none"> <li>• pandemic (Covid-19) and the associated health and safety risks</li> <li>• supply and cost of construction materials</li> <li>• ability to recruit and retain construction personnel</li> <li>• need for increased design work, so buildings meet current and proposed legal standards (to ensure they will meet the requirements of the Fire Safety Act and Building Safety Bill)</li> </ul>

## **Management Summary**

### **1.0 Purpose**

- 1.1 To confirm to Board members the level of capital expenditure that was achieved during the first quarter of the financial year 2021 - 2022 and improvements delivered to the social housing portfolio.

### **2.0 Background**

- 2.1 The Housing Revenue Account (HRA) Capital Programme for the financial year 2021 - 2022 was approved by the City of Wolverhampton Council's Cabinet on 20 January 2021. The Council delegated £50.03m of this to Wolverhampton Homes (WH) to manage and deliver. In addition, there were also some projects delivered by WH on behalf of Council budget holders (disabled adaptations, infill new build etc.); the value of this work was £9.70m, bringing the total to £59.73m.
- 2.2 The HRA Capital budgets are subject to on-going refinement, through quarterly reviews that are endorsed by the Council's Cabinet Resources Panel, to ensure that the necessary funds are allocated to the relevant budgets and that any public borrowing to support the capital programme is only obtained when appropriate.
- 2.3 With the confirmation of the year-end position for the 2020 - 2021 financial year, the budgets were refined to take account of any programme slippage, including the impact of Covid-19. The total delegated budget to Wolverhampton Homes to manage is £51.46m and the total delivered by Wolverhampton Homes on behalf of Council budget holders is £9.77m, with a total available budget of £61.23m.
- 2.4 Appendix 1 of the report identifies the outturn position against this latest position, showing the expenditure against each budget line and the variance to the Cabinet approved budgets.

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

- 3.1 The outturn expenditure for the first quarter of 2021 - 2022 was £11.446m, which was an underspend of £2.097m against the approved budget. The current forecast position for the end of March 2022 is £37.557m.
- 3.2 The current projected underspend has resulted from a number of significant factors. Since the original budgets were prepared in October 2020, many new issues have emerged including:
- The Covid-19 pandemic continues to create substantial challenges for the delivery of the City's Capital Programme and is being experienced across the housing sector. These include global shortages of key building materials, as a result of interruptions in the production of products, coupled with a sudden increase in global demand. Regional supply of materials and labour is also impacted by the Commonwealth Games and HS2.
  - Covid-19 lockdowns that closed hotel and respite accommodation also created a delay in works programming, with asbestos removal work being unable to



proceed. This has created delays in some key projects of between nine and fifteen months.

- The construction sector is continuing to face significant human resource issues, with shortages of technical and professional personnel that are required to meet the higher competency requirements of the Fire Safety Act and forthcoming Building Safety Bill. Trades shortages are also profound with a reduction in labour due to Brexit and Covid-19. This is resulting in a surge in market forces labour costs and greater difficulty in attracting resources to public sector contracts. WH have received similar feedback from colleagues in WV Living and teams attempting to deliver the Council's non-housing capital programme.
- Many of the schemes in the current Housing Capital Programme are very complex and ground-breaking. The design phases for Fire safety and Infrastructure projects and the ongoing Heath Town Refurbishment, has become prolonged, as designers need to be certain the refurbished buildings will meet not only current standards but emerging legislation and recommendations, with new British Standards still being issued.

3.3 WH regularly meet with the delivery teams and City Council colleagues to identify opportunities to amend the programme and accelerate alternative schemes. Due to the fire safety and infrastructure focus of the programme, the options are limited but WH are endeavouring to accelerate roofing, internal decency works and environmental works once stock condition resources are in place.

3.4 Plans are also being developed to improve future resilience and to substantially increase design capacity with more projects commencing with designs being completed to reduce on site risks and variations.

3.5 Key delivery issues to note:

- There continues to be an increase in the number of high-cost voids; we typically complete about 42 properties each quarter, but to the end of June, 84 properties were completed. The extent of work that needs to be undertaken in some properties is increasing (due to age-related deterioration and the condition the properties / gardens are left in), which is driving up the average void cost to circa £19k per property.
- The refurbishment of the deck-access blocks at the Heath Town estate is continuing very well, with the external works scheduled for completion in December 2021. The refurbishment of the tower-blocks is underway, and the enabling work at Brockfield House (renewing cables and pipework in the ground) started in May 2021. The infrastructure and external refurbishment work to this block will follow on. The work at the next tower-block will start in September 2021, with the other blocks then starting sequentially.
- The Infrastructure Project, which includes the fire safety improvements to the tower-blocks across the city and the replacement of the mechanical and electrical services, is progressing. The second phase of the programme at the Boscobel estate and the third phase at the Lakefield estate are complete and the new sprinkler systems are operational.
- Work has commenced on the fourth phase (at the Merry Hill estate), although the internal works to the blocks were delayed, due to being unable to install the new water main installed before the asbestos removal work was completed (and the

earliest this work could start was in June). The external work at the fifth phase (the Graiseley estate) will be starting in Autumn 2021.

- Delays were experienced in 2020 - 2021 with the replacement of the pitched roofs at St Michael's Court, so the re-roofing work currently underway is the completion of this work. The new projects for 2021 - 2022 are to replace the roof coverings at Warstones Gardens and Castlebridge Gardens. These projects were at risk as there are major issues with the supply of Marley roof tiles, our design engineering discussions with our partners have now identified suitable alternatives.

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

- 4.1 Wolverhampton Homes are required to meet the requirements of the Consumer Standards, Social Housing White Paper, Fire Safety Act, and the forthcoming Building Safety Bill.

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

- 5.1 There are currently vacancies within the teams who deliver the capital programme, which have impacted on performance. These include vacant posts for Asset Condition Surveyors, Quantity Surveyors and Property Supervisors.
- 5.2 There have been numerous recruitment campaigns to try to fill these vacancies, but with little success. WH are continuing to recruit to these posts through more targeted advertising or use of consultants, where appropriate. Regular dialogue continues with the University of Wolverhampton to try to attract their local students.

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

- 6.1 Site health and safety of these complex construction projects is robustly managed through daily site inspections and formal meetings with our partners. Performance is also monitored via WH's Health and Safety forums and our Health and Safety team. Latent building safety risks continue to be managed via our wider compliance and site inspection programmes.

#### **7.0 Equalities implications**

- 7.1 Has an equality impact assessment been carried out? **N/A**
- 7.2 Explanation: Where equality impact assessments are required, they are prepared during the pre-construction phase of each individual project.

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

- 8.1 The capital programme continues to provide a significant positive impact on the environment and the local communities through the employment of local people, with circa 38% of the people employed living within Wolverhampton, and by providing safe, efficient, and comfortable homes for our customers.

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

- 9.1 The capital programme is focused on ensuring the long-term sustainability of the housing stock portfolio, through timely interventions. These range to the replacement of worn-out components, for example central heating boilers, through to major schemes that enhance the quality of the built assets and surrounding environment.
- 9.2 Failure to deliver the capital programme effectively will result in insufficient numbers of improvements being undertaken, leading to an increased pressure on the repairs service and a rise in disrepair claims.
- 9.3 Despite the problems currently being encountered, the capital programme continues to be delivered efficiently, provides value for money, and focuses on the key priorities of improving building safety and maintaining the Decent Homes Standard.

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

- 10.1 Having a strong capital programme and the ability to deliver against promises helps strengthen the business relationships with the Strategic Construction Partners, their sub-contractors and key suppliers.
- 10.2 The approach taken through the pandemic, to provide a nurturing environment for these companies, safeguarding the wellbeing of their employees and maintaining employment wherever possible, has further strengthened these business relationships.
- 10.3 There is regular engagement with customers through the design-phase on each new capital project, although much of this has now had to be undertaken digitally, with mixed success. The engagement with customers during the delivery stage is still being carried out in person, so WH can ensure that their views and concerns are understood and addressed prior to work starting.

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

- 11.1 The delivery of the HRA Capital Programme has faced and continues to face, significant challenges due to Covid-19, but with the implementation of ongoing effective control measures, projects continue to be delivered.

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

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

## **13.0 List of Appendices**

- 13.1 Appendix 1: HRA Capital Programme Report Outturn for Quarter 1 2021 - 2022

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Appendix 1: HRA Capital Programme Report Outturn for Quarter 1 2021 - 2022

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Item	Name of Project	PK Codes	Approved Budget 2021- 2022 (Q1)	Spend to end of June 2021					Forecast spend to end of March 2022					
				Cost of Works	Direct orders & Professional Fees	Total Expenditure	Budget Profile	Variance to Budget Profile	Cost of Works	Accruals	Direct orders & Professional Fees	Total Expenditure	Variance to overall budget	
<b>Delegated projects (delivered &amp; managed by WH)</b>														
<b>A</b>	<b>Internal Improvements</b>													
21/A01	Refurbishment of voids	PK10272-101	£5,070,000	£1,699,387		<b>£1,699,387</b>	£1,267,500	<b>£431,887</b>	£5,356,132		£20,000	<b>£5,376,132</b>	<b>£306,132</b>	
21/A02	Boiler Replacement Programme	PK10273-101	£803,000	£230,000		<b>£230,000</b>	£200,750	<b>£29,250</b>	£850,000			<b>£850,000</b>	<b>£47,000</b>	
21/A03	Internal Improvements	PK10000-192	£3,265,000	£578,328		<b>£578,328</b>	£816,250	<b>(£237,922)</b>	£2,780,109			<b>£2,780,109</b>	<b>(£484,891)</b>	
<b>B</b>	<b>Refurbishment Works</b>													
21/B01	Heath Town Estate: refurbishment of the retained blocks	PK10000-191	£10,900,000	£3,756,744	£50,000	<b>£3,806,744</b>	£2,725,000	<b>£1,081,744</b>	£8,935,573		£600,000	<b>£9,535,573</b>	<b>(£1,364,427)</b>	
	Tower-block refurbishment			£0					£2,000,079					
	Deck-access: frontages			£0					£86,045					
	Deck-access: external refurbishment			£0					£6,849,449					
23/B02	High Rise External Works (Balconies and windows etc)		£0	£0		<b>£0</b>	£0	<b>£0</b>	£0			<b>£0</b>	<b>£0</b>	
21/B02	Renewal of High-Rise Infrastructure (City-wide)	PK10000-189	£7,048,000	£788,465	£100,000	<b>£888,465</b>	£1,762,000	<b>£873,535</b>	£2,273,202		£550,000	<b>£2,823,202</b>	<b>(£4,224,798)</b>	
	Boscobel Estate								£201,020					
	Lakefield Estate								£380,000					
	Merry Hill Estate								£1,342,182					
	Graiseley Estate								£350,000					
	Hickman Estate													
	Vauxhalls Estate													
21/B03	High Rise Sprinkler Programme	PK10360-101	£6,740,000	£746,967	£40,000	<b>£786,967</b>	£1,685,000	<b>(£898,033)</b>	£1,769,951		£150,000	<b>£1,919,951</b>	<b>(£4,820,049)</b>	
	Heath Town Estate								£454,076					
	Boscobel Estate								£137,540					
	Lakefield Estate								£260,000					
	Merry Hill Estate								£918,335					
	Graiseley Estate								£0					

Appendix 1: HRA Capital Programme Report Outturn for Quarter 1 2021 - 2022

	Hickman Estate												
	Vauxhalls Estate												
21/B04	Fire Safety Improvements - High Rise	PK10282-101	£4,685,000	£539,478	£100,000	<b>£639,478</b>	£1,171,250	<b>(£531,772)</b>	£1,871,981	£400,000	<b>£2,271,981</b>	<b>(£2,413,019)</b>	
	Boscobel Estate								£190,440				
	Lakefield Estate								£410,000				
	Merry Hill Estate								£1,271,541				
	Graiseley Estate												
	Hickman Estate												
	Vauxhalls Estate												
21/B05	Structural Repair Works (ad-hoc, City-wide)	PK10280-101	£1,120,000	£265,989	£15,000	<b>£280,989</b>	£280,000	<b>£989</b>	£1,120,000	£0	£70,000	<b>£1,190,000</b>	<b>£70,000</b>
21/B06	Roof Replacement Programme (City-wide)	PK10283-102	£4,359,000	£1,225,161	£5,000	<b>£1,230,161</b>	£1,089,750	<b>£140,411</b>	£3,230,000	£140,000	<b>£3,370,000</b>	<b>(£989,000)</b>	
	Pitched Roof Replacement Programme Phase-8 Pt.1			£0					£334,000				
	Pitched Roof Replacement Programme Phase-8 Pt.1			£0					£1,196,000				
	Pitched Roofing Replacement Programme Phase-9: Warstones Gardens			£0					£950,000				
	Pitched Roofing Replacement Programme Phase-9: Castlebridge Gardens			£0					£750,000				
	Flat to Pitched Roof Conversion Programme			£0							£0		
	Flat Roof Replacement Programme			£0							£0		
21/B07	Lift & DDA Improvements	PK10281-101	£400,000	£100,000	£0	<b>£100,000</b>	£100,000	<b>£0</b>	£400,000	£0	<b>£400,000</b>	<b>£0</b>	
21/B08	Door Entry / CCTV Security Programme	PK10006-101	£370,000	£92,500	£0	<b>£92,500</b>	£92,500	<b>£0</b>	£370,000	£0	<b>£370,000</b>	<b>£0</b>	
21/B09	Fire Safety Improvements - Medium and Low rise	PK10282-102	£2,250,000	£0	£30,000	<b>£30,000</b>	£562,500	<b>(£532,500)</b>	£860,000	£100,000	<b>£960,000</b>	<b>(£1,290,000)</b>	
21/B10	Infrastructure improvements - Medium and Low rise	t.b.c.	£100,000	£0	£0	<b>£0</b>	£25,000	<b>(£25,000)</b>	£0	£0	<b>£0</b>	<b>(£100,000)</b>	
21/B11	Sustainable Estates Programme:	PK10321-101	£1,700,000	£0	£30,000	<b>£30,000</b>	£425,000	<b>(£395,000)</b>	£170,000	£10,000	<b>£180,000</b>	<b>(£1,520,000)</b>	

Appendix 1: HRA Capital Programme Report Outturn for Quarter 1 2021 - 2022

	Primrose Avenue Flood Defences									£20,000				
	Hallet Drive Car Parking Scheme									£150,000		£10,000		
21/B12	External Improvement Programme	PK10008-101	£600,000	£150,000		<b>£150,000</b>	£150,000	<b>£0</b>		£600,000			<b>£600,000</b>	£0
21/B13	Pathway improvement and safety programme	PK10007-101	£209,000	£52,250		<b>£52,250</b>	£52,250	<b>£0</b>		£200,000			<b>£200,000</b>	(£9,000)
21/B14	Surveys of non-traditional housing (including high-rise)	PK10322-101	£142,000	£35,500	£0	<b>£35,500</b>	£35,500	<b>£0</b>		£140,000		£0	<b>£140,000</b>	(£2,000)
<b>C</b>	<b>Miscellaneous Items</b>													
21/C01	Legacy Final Account Close Out	PK10345-101	£0	£0		<b>£0</b>	£0	<b>£0</b>		£0			<b>£0</b>	£0
21/C02	Capital Programme Management (Wolverhampton Homes salaries)	PK10010-102	£1,800,000	£450,000		<b>£450,000</b>	£450,000	<b>£0</b>		£1,800,000			<b>£1,800,000</b>	£0
21/C03	Sale of Council Houses Administration (RTB)	PK10010-101	£60,000	£15,000		<b>£15,000</b>	£15,000	<b>£0</b>		£60,000			<b>£60,000</b>	£0
<b>PROJECTS MANAGED &amp; DELIVERED BY WOLVERHAMPTON HOMES ON BEHALF OF THE COUNCIL BUDGET HOLDER</b>														
<b>D</b>	<b>Internal Works</b>													
21/D01	Disabled Adaptations	PK10009-various	£1,400,000	£350,000		<b>£350,000</b>	£350,000	<b>£0</b>		£1,400,000		£0	<b>£1,400,000</b>	£0
21/D02	Bushbury Hill EMB Improvement Programme	PK10000-194	£1,000,000	£0	£0	<b>£0</b>	£250,000	<b>(£250,000)</b>		£900,000			<b>£900,000</b>	(£100,000)
<b>E</b>	<b>Refurbishment Works</b>													
21/E01	External improvements to Jericho House	PK10280-103	£250,000	£0	£0	<b>£0</b>	£62,500	<b>(£62,500)</b>		£80,000	£0	£0	<b>£80,000</b>	(£170,000)
21/E02	Commercial to residential conversions: Bond House	PK10338-102	£4,500,000	£0	£0	<b>£0</b>	£0	<b>£0</b>		£350,000		£0	<b>£350,000</b>	(£4,150,000)
				£0										

Appendix 1: HRA Capital Programme Report Outturn for Quarter 1 2021 - 2022

F	Other Projects												
21/F01	Infill New Build: Small Sites 5	PK10372-103	£5,433,000	£0	£0	£0	£1,358,250	(£1,358,250)	£1,850,000		£120,000	£1,970,000	(£3,463,000)
	<b>Summary</b>												
	<b>Estimated Total Value</b>		<b>£64,204,000</b>	<b>£11,075,769</b>	<b>£370,000</b>	<b>£11,445,769</b>	<b>£13,542,750</b>	<b>(£2,096,981)</b>	<b>£35,516,947</b>	<b>£0</b>	<b>£2,040,000</b>	<b>£37,556,947</b>	<b>(£21,114,053)</b>
	Comprising												
	Project budget - delegated		£49,761,000			£10,630,769						£32,966,947	
	Project budgets - delivered on behalf of Budget Holder		£12,583,000			£350,000						£4,700,000	
	Miscellaneous Items		£1,860,000			£465,000						£1,860,000	
	<b>Sub-totals</b>												
	SCP Projects		<b>£52,987,000</b>			<b>£9,970,519</b>						<b>£31,736,947</b>	60%
	Non-SCP Projects		<b>£3,924,000</b>			<b>£1,010,250</b>						<b>£3,960,000</b>	101%
	Other Costs		<b>£1,860,000</b>			<b>£465,000</b>						<b>£1,860,000</b>	100%
	New Build		<b>£5,433,000</b>			<b>£0</b>						<b>£1,970,000</b>	0%
	<b>Totals:</b>		<b>£64,204,000</b>			<b>£11,445,769</b>						<b>£39,526,947</b>	62%
	<b>Original Budget (from Jan. 2021 HRA Business Plan)</b>		<b>£59,732,000</b>			<b>Budget Variance by year-end</b>						<b>£20,205,053</b>	34%