



Wolverhampton Homes

Open Board Meeting

24 June 2022

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes
Venue Novotel Hotel, Union Street, Wolverhampton, WV1 3JN

Membership

Derek Allen
Councillor Jonathan Crofts
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 Novotel Hotel, Union Street, Wolverhampton, WV1 3JN

Copies of other agendas and reports are available from:

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

Agenda

Item No. *Title*

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of previous meeting - 18 March 2022 (Pages 3 - 10)**
- 4 **Matters arising**

FOR POLICY APPROVAL

- 5 **Corporate Health and Safety Policy - annual update 2022 - 2023 - Tim Munro, Head of Service Health & Safety, City of Wolverhampton Council (Pages 11 - 36)**

FOR INFORMATION

- 6 **Equality, Diversity and Inclusion (EDI) - Strategy update - Emma Rolinson, Head of People (Pages 37 - 48)**
- 7 **Learning and Organisational Development update - Sarah Butcher, Head of Organisational Development & Employee Engagement (Pages 49 - 62)**
- 8 **Revenue Outturn position 2021 - 2022 - Jo McCoy, Head of Financial Management, City of Wolverhampton Council (Pages 63 - 70)**

M INUTES



Meeting: Open Board Meeting
Date: Friday 18 March 2022
Venue: WV Active, Aldersley, Aldersley Road, Wolverhampton, WV6 9NW
/ Virtual Meeting via Microsoft Teams (Optional)
Time: 09:30 am

MEMBERS IN ATTENDANCE: -

Angela Davies - Chair – Tenant Board Member
Steve Finegan - Vice Chair – Independent Board Member
Joy McLaren - Board Member – Tenant Board Member
Councillor Asha Mattu - Board Member – Councillor
Councillor Rita Potter - Board Member – Councillor
Councillor Zareena Russell - Board Member – Councillor (virtual)

STAFF IN ATTENDANCE: -

Shaun Aldis - Chief Executive
Julie Haydon - Assistant Director – Corporate Services
Angela Barnes - Assistant Director – Housing Options
Darren Baggs - Assistant Director – Housing
Ian Gardner - Assistant Director – Property
Kevin Manning - Assistant Director – Strategic Management
Nicky Devey - Head of Business Services
Emma Rolinson - Head of People
Jackie Wilkinson - Executive Assistant (minute taker)

OBSERVERS IN ATTENDANCE – CITY OF WOLVERHAMPTON COUNCIL (CWC)

Lynda Eyton - Client Relationship Manager (observer)

1.0	Apologies	
1.1	<ul style="list-style-type: none">- Mike Porter, Tenant Member- Victor Browne – Tenant Member- Derek Allen – Tenant Member- Hajrija Dergic – Independent Member- Parveen Brigue – Independent Member- Councillor Paul Appleby – Councillor	

2.0	Declaration of Interest	
2.1	<ul style="list-style-type: none"> - Angela Davies, Tenant Member - Joy McLaren, Tenant Member 	
2.2	Noted with interest and allowed to remain and join in with the debate.	
3.0	Minutes of the previous meeting – 10 December 2021	
3.1	The minutes of the previous Open Board meeting 10 December 2021 were agreed as a true record.	
4.0	Matters arising	
4.1	There were no matters arising.	
For Information		
5.0	Rents and Service Charges (Annual Update) – Darren Baggs, Assistant Director Housing	
5.1	<p>Board members were updated on areas of increases in relation to the rent and service charges to be applied by the City Council for council owned stock:</p> <ul style="list-style-type: none"> - charges are reviewed on an annual basis. - consultation undertaken via both digital and online surveys. - increase approved of 4.1% for rents and 3.1% for service charges – linked to government recommendation of CPI plus 1% as set out in the Rent Standard for 2021. - rent increase letters sent out to customer. - impact of rent increases to support the capital investment. - impact on customers with the added to the other fuel increases and the support offered by the Money Smart Team <p>Resolved: Board members noted:</p> <ul style="list-style-type: none"> • the decisions made by the City of Wolverhampton Council (CWC) Cabinet relating to an increase of rents and services charges for all Social Housing Tenants / Leaseholders where applicable. • the content of the report. 	
6.0	Wolverhampton Homes Market Rent and Service Charges - Wolverhampton Homes Owned Properties (Annual Update) – Darren Baggs, Assistant Director Property	
6.1	Board members were updated on areas of increases in relation to the rent and service charges to be applied by Wolverhampton Homes:	

	<ul style="list-style-type: none"> - charges will be reviewed on an annual basis. - 4.1% for the 19 properties, 3.1% for service charges (estate charges) and 3.1% for service charges for customers in receipt of WH tidy garden service in line with the council's increase. - rent increase letters sent out to customer. - impact on customers with the added to the other fuel increases and the support offered by the Money Smart Team, complemented by the Covid-19 support grant and council hardship fund. All customers will have varying support requirements, and these will be tailored accordingly. - Appendix 1, Appendix 2 and Appendix 3 set out the customer notification in relation to the rent / service charge increases. - all owned properties are assured shorthold tenancies (AST) and therefore four weeks' notice of any proposed increases are required. <p>Resolved: Board members noted the content of the report in relation to:</p> <ul style="list-style-type: none"> • rent and service charge increases associated with Wolverhampton Homes (WH) owned property portfolio and services charges beyond the Management Agreement. 	
<p>7.0</p> <p>7.1</p> <p>7.2</p>	<p>Quarter Three Revenue Forecast for 2021 and 2022 – Jo McCoy, Head of Financial Management for the City of Wolverhampton Council (presented by Julie Haydon on behalf of Jo McCoy)</p> <p>Board members were provided further detail in relation to the company delivering a balanced budget, against the backdrop of a particularly difficult year. WH recognise as an organisation that there are likely to be further inflationary pressures as the energy prices increase, alongside the unknown impact of the conflict in Ukraine.</p> <p>Further details were shared around keys areas:</p> <ul style="list-style-type: none"> - areas of underspend and monitoring of expenditure in terms of increased demand, particularly in relation to repairs and maintenance. - staffing budget underspend, vacancy management (balanced with the Our Future redesign), pressures on recruitment in relation to specialist posts. - implementation of new ways of working with a focus on retention, development and progression of staff to support engagement. - the importance of having a diverse workforce, inclusive of 18-24 youth employment, and those individuals with a protected characteristic. - Section 2.1 and 2.2 references the additional capital in programmed income and £150,000 help to own. 	

	<ul style="list-style-type: none"> - the final underspend at the time of writing the report is £451,000 – this is earmarked to be allocated to assist with continued digital and system development. 	
7.3	Board member commented on the healthy forecast and asked that consideration of the use of reserves is regularly reviewed, and the impact on staff where there are vacancies.	
7.4	It was noted that the amount in reserves is closely monitored, given the potential for some volatility in the market over the coming year, and the financial pressures that may be placed upon the company.	
7.5	Board member queried the last sentence in section 2.6 “Productivity with internal trade teams is being closely monitored, but additional resources through the use of contractors, is being utilised to maintain performance, improve customer service and minimise void loss”. Clarification was sought in relation to this and any expenditure in the private sector.	
7.6	<p>In response it was confirmed that the last two years have been challenging and productivity has been impacted as a result. WH are now restoring services and returning to business as usual. Productivity is now being monitored by the Property Supervisors and Assistant Managers and this is key to meeting the efficiencies required to continue to deliver services. WH are carrying a number of trade operative vacancies, which it is hoped that the apprentice recruitment will help to resolve. The approach to use a blend of internal teams and external support to deal with any peaks and troughs of workload is usual practice.</p> <p>There is work underway to establish the true costs of the in-house teams, and further work will be done in relation to benchmarking in relation to price, quality, and value for money.</p> <p>Resolved: Board members noted the Revenue outturn forecast for 2021 - 2022 as at quarter three.</p>	
For Decision		
8.0	Revenue Budget 2022 – 2023 and Medium-Term Financial Strategy Update 2022 – 2023 to 2026 to 2027 – Julie Haydon, Assistant Director Corporate Services	
8.1	In terms of predicting the budget for 2022 - 2023 Board members were advised of the many considerations in relation to what inflationary costs may be. Work is being undertaken to mitigate these, with the Senior Management team continuing to review new ways of working, taking into account the focus on the customer remaining at the heart of everything WH do. Alongside this, Board members were provided with further information in regard to:	

- **National / worldwide impact** - The economic / world-wide implications that may impact in terms of financial / national / local considerations - salaries and a potential 2% pay award, the National Insurance (NI) increase has also been factored in along with this year's pay award of 1.75%.
- **Commercial income** and associated costs have been built into the 2022 - 2023 budget.
- **Note at 3.7** - reference to additional support of £1.6 million relates to the catch up on programmes of work.
- **Our Future redesign** - the company has made every effort to avoid any redundancies, to support staff throughout the pandemic and to ensure no staff were furloughed.
- **Reserves** - Contributions from reserves will need to be given full consideration from an invest to save perspective.
- **Budget management** - the importance of robust budget management led by data and insight information.
- **Management fee** from the Council - includes the allocation for homes where management has transferred from the former Springfield Horseshoe TMO
- **Springfield Horseshoe TMO** - holds its own reserves and it is understood that these will be ringfenced.
- The importance of how WH manage pay and non-pay budgets moving forward.
- **Staffing** - managing performance is important alongside training and development which the later plays a large part in employee satisfaction.
- **Sickness absence** – managing the sickness absence closely and looking to support staff back into work where possible. Costs are around £500,000. It is also anticipated that Agency costs will be reduced into next year as WH have been looking at filling business critical roles from existing staffing and not using agencies to reduce costs.
- **Electrification of fleet** - WH have been working with colleagues at CWC and have been involved in a study with the Energy Saving Trust. There are currently long lead times for delivery, but it is hoped that a number of vehicles will be delivered by Christmas 2022 – pending any economic challenges. Charging points are being installed at a number of locations across the city including at the Hickman Avenue car park
- **Levelling up** - government funding bringing support into the City.
- **Forward Planning** - WH will continue to look at the revenue and capital benefits and freeze any unnecessary expenditure whilst focussing on core business activity. Focus will continue on the need to balance the risk and possible reduction in staffing numbers applying a more commercial approach, whilst managing both productivity and that of supply chains. WH will continue to work with City Colleagues to ensure there is a joint approach to understanding and working on the challenges faced.

	<p>Resolved: Board Members:</p> <ul style="list-style-type: none"> • approved the outline Revenue Budget for 2022 - 2023 and Medium-Term Financial Strategy for the Financial Year 2022 - 2023 to 2026 - 2027 • noted the contents of the report. 	
9.0	Modern Slavery Statement – Emma Rolinson, Head of People	
9.1	Board members were updated on Section 54 of the Modern Slavery Act which requires WH to prepare a statement for approval at the highest level of the organisation and following approval to publish this on the website.	
9.2	In March 2021, the Government introduced a new register online to allow organisations to share the steps taken within organisations to tackle and prevent modern slavery. Wolverhampton Homes shared this information for the first-time last year and the Modern Slavery Statement is contained within Appendix 1 for year ending the 31 March 2022.	
9.3	<p>Further information was shared with board in relation to:</p> <ul style="list-style-type: none"> - structure and supply chains - Wolverhampton Homes are not exposed to a high risk due to robust recruitment processes in place to ensure that all employees are eligible to work in the UK. - WH supply chain and partners consist mainly of services rather than goods and do not have a supply chain outside of the UK. - All employees and contractors are made aware of their responsibility to report any potential risks and employees have “See it Report it” to enable them to report. 	
9.4	Board members commented that this was an important issue and having looked at the link it is clear this highlights the work other agencies are doing. However, considering the Ukraine conflict there is also the risk of exploitation and although the risks are low, and WH must be able to evidence contractors are adhering to the requirements. WH confirmed this is in place via contract management arrangements. These meetings take place with all strategic partners who are also expected to follow through with their supply chains and to inform WH of any concerns brought to their attention in areas of compliance.	
9.5	Board members were also updated on the links into the “See it Report it” policy, which is promoted across the company. Employees and contractors are in WH properties daily and are encouraged to report anything of concern.	
9.6	Discussion was help on the support for Ukraine refugees to ensure they are not at risk of exploitation. Information was shared in relation to WH tenants not being required to seek permission to take in lodgers (e.g. if	

9.7	<p>they become a host to a Ukrainian national), in turn there is no obligation on Wolverhampton Homes to be aware of this. However, WH are in conversation with DWP in relation to the impact this may have on tenants in relation to the spare room subsidy and reduction of council tax. The City are leading on this and WH are one of several organisations impacted by this with further information being shared on the council's website.</p> <p>In terms of safeguarding, there may also be issues in relation to families being asked to leave host properties, which could impact on homelessness. Board members were advised that the City has an exploitation hub in terms of widening the conversations with partners, trading standards, licencing, etc., to ensure they are all able to identify modern slavery. This has raised the profile of the work amongst partner agencies and the City Council act as first responder, with the central co-ordination of responses across the key agencies.</p> <p>Resolved: Board Members approved the Modern Slavery Statement for Wolverhampton Homes.</p>	
10.0 10.1	<p>Any other business</p> <p>Thanks were given by the Chair to those officers who had assisted in preparation of the reports, with reference made to the conciseness and ease of information available in the associated appendices.</p>	
11.0 11.1	<p>Date of Next Meeting</p> <p>Date: Friday 24 June 2022 Time: 09:30 am Venue: Novotel, Wolverhampton</p>	

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Board Report

	Agenda Item 5
	24 June 2022 Corporate Health and Safety Policy – annual update 2022 – 2023
	Open Report
Status:	For Decision
Author and job title:	Tim Munro - Head of Service Health & Safety, City of Wolverhampton Council
Contact No:	01902 554058
Recommendations:	Board Members are asked to approve the revised Health and Safety Policy 2022 - 2023
Key risks and contentious issues:	<p>Protecting the Health and Safety of employees and members of the public who may be affected by our activities is an essential part of risk management and must be led by the Board.</p> <p>Health and Safety law places duties on organisations, employers and Directors who can be personally responsible when these duties are breached.</p>

Management Summary

1.0 Purpose

1.1 To seek Board member approval for the annual update to the Wolverhampton Homes Corporate Health and Safety Policy 2022 – 2023.

2.0 Background

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

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

2.3 Wolverhampton Homes current Health and Safety Policy was last updated in June 2021, with an applied revision date of July 2022.

2.4 The main changes in this revision are:

1. Updated Organisational Structure following amendments to Senior Management Team roles.
2. Job titles updated in line with changes throughout the document.

3.0 Financial and value for money implications

3.1 There are no significant financial implications for matters outlined in this report.

4.0 Legal implications

4.1 Health and Safety law places duties on organisations. Employers and Directors can be personally responsible if these duties are breached. There is a specific legal requirement have and update a Corporate Health and Safety Policy.

5.0 Human resources implications

5.1 There are no significant human resource implications for matters outlined in this report.

6.0 Health and safety implications

6.1 There are potentially serious risks for Wolverhampton Homes and its operations from inadequate consideration of health and safety issues. 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 case, particularly if things go wrong or as an employer they are not able to demonstrate effective health and safety management.

7.0 Equalities implications

7.1 Has an equality impact assessment been carried out? **Not applicable.**

8.0 Impact on the environment and community

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

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. 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 from Covid-19 within this report.

12.0 Impact on Wolverhampton Homes' Management System

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

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

Date: 30/06/2022

Officer responsible: Michael Hough

13.0 List of Appendices

13.1 Appendix 1 - Draft Corporate Health and Safety Policy 2022 - 2023

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Appendix 1 - Draft Corporate Health and Safety Policy

2022 - 2023

Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Title: Director – Corporate Services	Wolverhampton Homes Board	Title: Chief Executive	July 2022	July 2023
Name: Julie Haydon		Name: Shaun Aldis		

Document History

Version	Summary of changes	Document Status	Date
V1.0	Annual refresh	Live	July 2021
V2.0	Annual refresh	Live	July 2022

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6.0 Other Health and Safety Arrangements

Wolverhampton Homes Health and Safety Policy 2022 - 2023

1.0 Introduction

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

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

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

WH are committed to improving health and safety performance, and this policy provides the framework for this to be achieved. Wolverhampton Homes values the important contribution that staff and union appointed safety representatives make in improving health and safety. A partnership approach to managing health and safety is crucial to the organisation meeting its objectives for maintaining and improving health and safety performance.

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

2.0 Statement of Intent

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

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

The objectives of the policy are to: -

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

substances, safe systems and methods of work and to protect employees, and others, including tenants and members of the public, in so far as they come into contact with foreseeable work hazards.

- 3) provide all employees with the information, instruction, training and supervision that they need to work safely and efficiently and to develop safety awareness amongst employees.
- 4) maintain a constant and continuing interest in health and safety matters applicable to the organisations activities by involving and consulting with employees on relevant matters.
- 5) provide safe and decent homes for our customers to live in.

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

Chief Executive Wolverhampton Homes



Chair Wolverhampton Homes Board

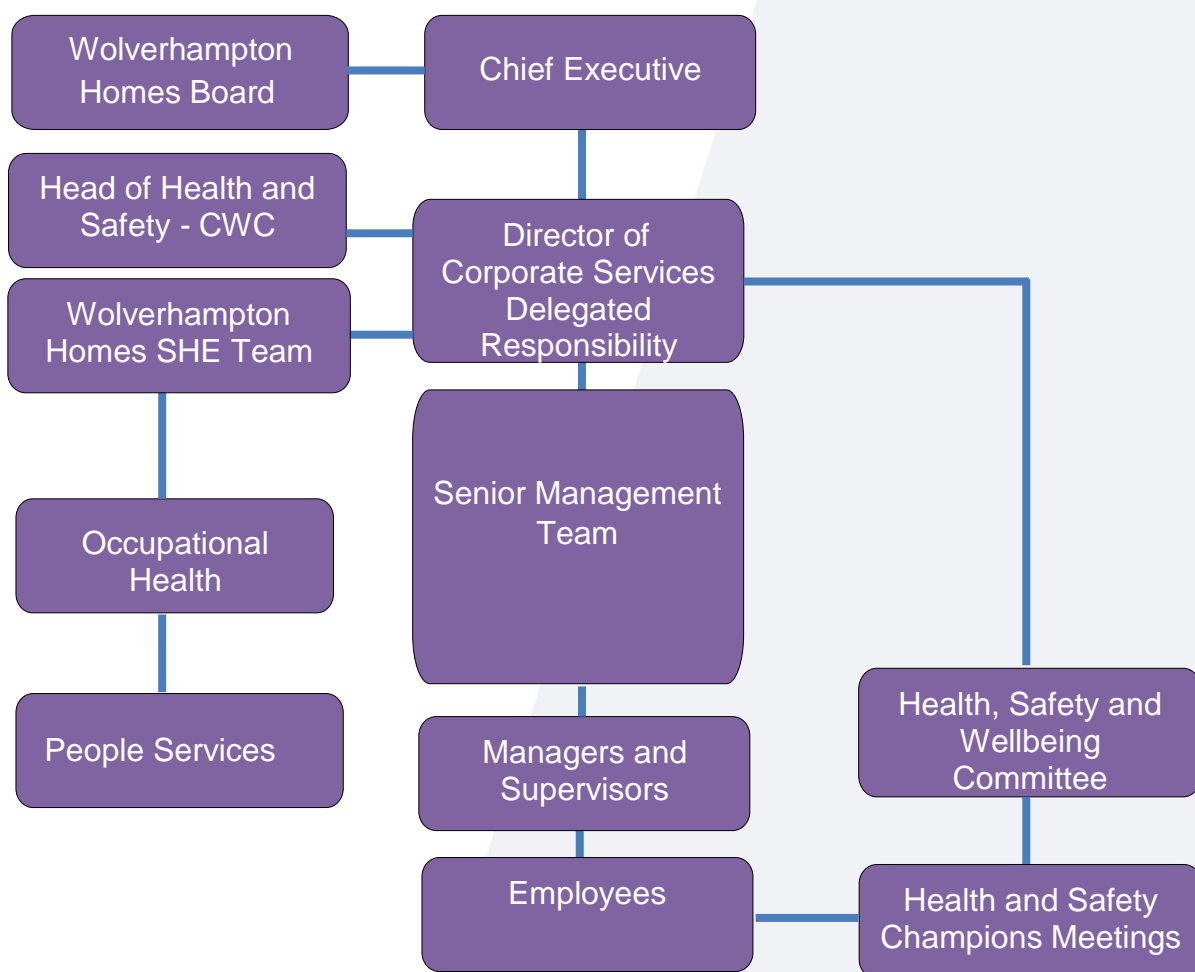


3.0 Organising for Health and Safety

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.



3.1 Wolverhampton Homes Board

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

In particular WH will:

- take responsibility and "ownership" of health and safety

- approve the strategic health and safety action plan and monitor its implementation and progress
- receive sufficient information a minimum of two times annually, during their usual Board meeting cycle, to satisfy themselves that health and safety throughout Wolverhampton Homes is being effectively managed, and where appropriate, consider recommendations for improvements
- be provided with sufficient information and training to enable them to act with due diligence and to effectively discharge their duties under this policy
- appoint a Health and Safety Board Champion
- follow good practice set out by the Health and Safety Commission and The Institute of Directors in guidance Document "Leading Health and Safety at Work"
- receive specific and routine reports from officers with responsibilities for health and safety on the standards of health and safety management being achieved and recommendations for any necessary changes with regards to roles and responsibilities for ensuring health and safety

3.2 Chief Executive

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

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

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

In particular WH will:

- accept, by signing off this policy, that they have overall responsibility for the day to day management of health and safety
- appoint a member of the Senior Management Team (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 at full board

3.3 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 with regard to the implementation of health and safety policy and practice.

In particular WH will:

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

3.4 Members of Senior Leadership Team (SLT)

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

- be responsible for the day to day management of health and safety within their teams and will ensure that their Heads of Service and managers are committed to the Health and Safety Policy and arrangements for its implementation
- be responsible for the effective management, monitoring and progression of health and safety issues within their directorate or business unit
- ensure that effective management systems are in place to achieve high standards of health and safety
- call for periodic reports on the progress of health and safety issues from within their own teams and also from the City Council's health and safety team on corporate health and safety matters
- liaise and ensure full co-operation not only with, but also between, managers and supervisors to ensure that they are compliant with their responsibilities and company policies and procedures
- ensure full co-operation with appointed safety representatives and other personnel appointed in matters relating to health and safety, whilst maintaining and encouraging a positive attitude towards health and safety
- be responsible for ensuring that their teams health and safety plans adequately reflect the corporate health and safety objectives

- establish management arrangements within their teams and ensure that risk assessments are undertaken; control measures identified, actions implemented; and associated performance standards are met
- be responsible for obtaining and co-ordinating specialist health and safety advice. They will liaise on health and safety matters with the Chief Executive, City of Wolverhampton Council Health and Safety team, Health Safety and Wellbeing Committee and any other relevant specialist to ensure effective planning and implementation of policy and arrangements.
- keep up to date with changes and developments in health & safety legislation, best practice and relevant management standards, in particular with regards to their specific area of responsibility
- actively encourage the participation and involvement of their staff in relation to health and safety matters. They will each demonstrate their own commitment by acting as exemplars for health and safety, undertaking periodic safety inspections of the workplace.

3.5 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 2005
- provide training and awareness to the Wolverhampton Homes employees responsible for undertaking the assessments to ensure they are able to complete suitable and sufficient assessments.

- develop and implement a regular programme of inspection of fixed workplaces (offices) to ensure compliance with statutory requirements
- support where necessary the Human Resources / Occupational Health function in matters relating to safety, welfare, and health
- provide relevant specialist health and safety input to the preparation of tender and construction phase health and safety plans
- maintain a system for the reporting of accidents, produce associated statistics and arrange a common procedure for the reporting and investigation of accidents
- following notification of accidents to the health and safety team to assess the need for investigation, and where indicated as necessary in accordance with Wolverhampton Homes policy to conduct appropriate investigations
- prepare and present reports to meetings of Wolverhampton Homes Senior Management Team and Board
- provide relevant health and safety input to ensure effective internal communication with staff relating to health & safety matters, including, but
 - ✦ not limited to, attendance at team meetings, articles for staff briefings, and
 - ✦ health and safety bulletins

3.6 Managers and Supervisors

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

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

Managers and supervisors must therefore:

- understand and ensure the implementation of the Corporate Safety Policy rules and statutory requirements applicable to all operations under their control
- ensure that all employees under their control are aware of the Corporate Health and Safety policy
- be responsible for developing, where appropriate section specific policies and procedures to complement the organisations Health and Safety Policy in order to adequately control known health and safety risks.
- in order to comply with the Health and Safety at Work etc. Act 1974, ensure that, for their team, there is adequate provision for:
 - safe articles, protective clothing, plant tools, equipment and systems of work
 - safe arrangements for the use, handling, storage and transportation of substances and materials
 - premises used by employees and members of the public shall be safe and not present a hazard to the users or occupants

- sufficient information, instruction, training and supervision to enable all employees to avoid hazards and contribute positively to their own health and safety at work
 - a safe access and egress to and from the place of work
 - adequate health and welfare facilities
 - a healthy working environment
- represent and advise the appropriate member of SMT or Head of Service as requested on all matters of health and safety
 - by undertaking risk assessments for all activities carried out by employees under their control, ensure that all risks to health and safety of employees, tenants and members of the public which may arise from the work of the section are identified and adequately controlled by whatever means identified as appropriate by the risk assessment
 - ensure that all health and safety records, certificates, licenses and reports pertaining to their area of responsibility (employee and equipment) are satisfactory and up to date
 - ensure that all appropriate remedial action is taken in respect of all reported defects and complaints relating to health and safety
 - keep up to date with and implement where applicable any new health and safety measures and circulate any relevant information to each level of employee under their control
 - ensure full co-operation with appointed safety representatives and other personnel appointed in matters relating to health and safety
 - require and encourage a positive attitude towards health and safety within their own area of responsibility. This must include ensuring that there is a regular formal means to pass health and safety information out to employees and also to allow employees to raise health and safety matters with their manager. Regular feedback on matters raised must also be given.
 - take whatever disciplinary action is necessary against any employee not carrying out their responsibilities under health and safety legislation, or organisational Health and Safety Policy
 - to ensure that all employees are aware of the first aid arrangements

3.7 Employees

All employees have an equal responsibility for ensuring and maintaining health and safety in the workplace as described in section 7 of Health and Safety at Work etc. Act 1974. Wolverhampton Homes supports and encourages employee participation in health and safety.

This is because we recognise that active employee involvement helps to:

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

To achieve this participation, WH will:

- promote open, frank and constructive consultation with employees and their nominated representatives
- promote employee engagement
- make sure employees have the facts they need to make an informed contribution

All employees must:

- ensure that they understand the contents of the organisations Corporate Health and Safety Policy, a copy of which is readily available, and also be aware of health and safety arrangements for their particular job and place of work
- use the correct and safe tools and equipment for the job, also to use all safety equipment / protective clothing provided and adopt a safe method of working at all times
- keep tools, equipment, plant, machinery and protective equipment in good condition to prevent injury to themselves or others
- report any defects or hazards to their immediate supervisor
- develop a personal concern for safety, both for themselves and for others around them, particularly trainees and young persons
- suggest ways of eliminating hazards by reporting to their immediate manager or supervisor
- co-operate with internal and external representatives and their immediate manager or supervisor on matters relating to health and safety
- set a personal example and ensure safe working practices are observed at all times
- be aware of, and carry out the requirements of health and safety legislation, and the safety instructions issued to them
- work in a safe and responsible manner, avoiding accidents and not causing hazards to themselves or others
- ensure that they are not rendered unfit for work through alcohol or drugs
- maintain high standards of personal hygiene by washing hands prior to eating or drinking, or after using the toilet, and especially before handling food
- not intentionally or recklessly interfere with any plant or equipment or clothing provided in the interests of health and safety for their own use or use by others
- report to their supervisor in accordance with the accident reporting policy any accidents or near miss incidents
- consider the health and safety of colleagues and members of the public and will not act in any way which could cause harm to others

3.8 People Services Team

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

- monitor absence resulting from industrial injuries and liaise with the Health and Safety team at City of Wolverhampton Council

- be responsible for procuring, implementing, and monitoring occupational health arrangements
- provide support to assess when necessary the requirement for any reasonable workplace adjustments

3.9 Organisational Development

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

In particular they will:

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

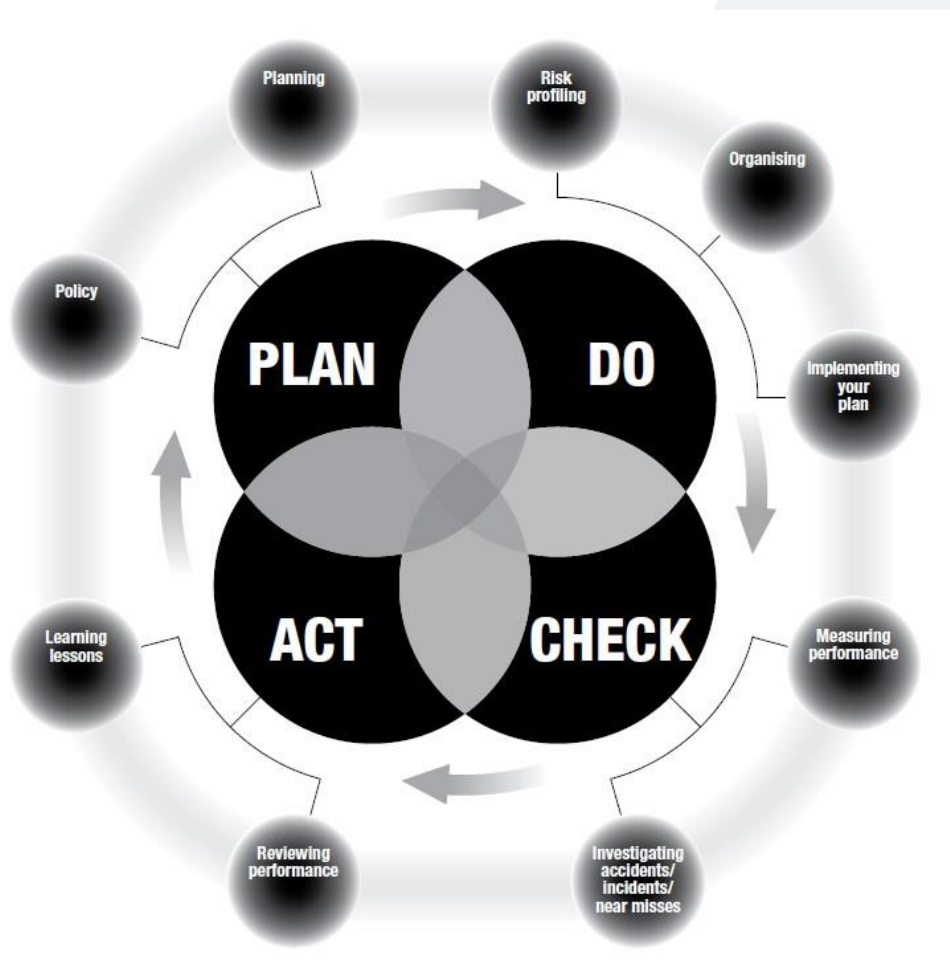
City of Wolverhampton Council Health and Safety Advisers and Wolverhampton Homes Safety, Health and Environment Team shall:

- be responsible to the Director of Corporate Services for monitoring and improving the organisations health and safety standards
- ensure that the organisations Corporate Health and Safety Policy is in line with legislative requirements and updated when necessary
- maintain a system for the reporting of accidents, produce associated statistics and arrange a common procedure for the reporting and investigation of accidents
- act as the recipient of, and be responsible for, the distribution of documentation and guidance on health & safety related matters
- liaise with and advise the Board, 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 RIDDOR accidents and advise managers, supervisors and employees as necessary
- undertake and review workplace health and safety assessments and periodic inspections of working practices (office based and otherwise)
- undertake an annual programme of audits to include landlord duties and responsibilities
- ensure Wolverhampton Homes is compliant in relation to landlord statutory duties and responsibilities. This will be achieved by conducting audits, monitoring recommendations and preparing reports
- undertake health & safety related training directly or via appropriate third parties

- provide or commission advice on the impact of any legislative change in relation to health and safety, and develop improvements in systems and working practices to meet the challenges of national policy initiatives
- health and safety advisers are authorised to issue an instruction to stop work in the event of imminent danger to employees, contractors or members of the public

4.0 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.

4.1 Planning for Health and Safety

Planning is essential to ensure that our health and safety procedures really work in practice. Planning involves identifying priorities and setting key objectives,

identifying hazards, assessing risks, implementing standards of performance, and developing a positive culture. Wolverhampton Homes will:

- produce a health and safety action plan that identifies objectives that are realistic measurable and achievable
- establish management arrangements, risk control systems and workplace precautions
- set performance indicators where appropriate
- utilise appropriate compliance standards in the plan
- ensure the participation and involvement of employees and their representatives

4.2 Measuring our Health and Safety Performance

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

We will measure our performance by having both active monitoring (checking before things go wrong) and reactive monitoring (checking when things 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 key Landlord Duties.

The agreed performance indicators measure health and safety compliance as set out in health and safety regulatory requirements.

Performance is reported to the Health, Safety and Wellbeing Committee.

4.3 Auditing and reviewing

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

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

- checking levels of compliance with our health and safety performance indicators against legislation and good practice

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

5.0 Consulting on health and safety

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

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

5.1 Statutory Safety Representatives

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

In particular Statutory Safety Representatives may:

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

5.2 Health and Safety Champions

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

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

- appointment of representative staff members from across key organisational areas

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

Health and safety champions will:

- be allowed time to attend Health and Safety Champion meetings
- be encouraged to take an active part in health and safety matters
- assist in the development of best practice ideas and innovations
- act as a health and safety advocate for colleagues
- assist and support managers and the City of Wolverhampton Council health and safety team with health and safety inspections and accident investigations
- assist with engagement and communication of health and safety matters to colleagues

Health and safety champions meetings will:

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

5.3 Health, Safety and Wellbeing Committee

Purpose

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

Functions of the Health and Safety and Wellbeing Committee

- Act as ambassadors and play a proactive role in monitoring and driving improvements in health, safety and wellbeing performance across the organisation
- Consider and monitor the implementation of health and safety legislation, HSE alerts, and good practice guides and recommend appropriate action, where necessary
- Contribute to the appraisal and development of health, safety and wellbeing training, communication, advice, guidance, and publicity across WH colleagues and its customers
- Ensure effective consultation and communication for colleagues about the implementation of WH health, safety and wellbeing management systems, including the planning, organising, monitoring and reviewing of organisational measures to ensure the health and safety and wellbeing of its employees

- Ensure that all colleagues are kept informed of their health, safety and wellbeing responsibilities and duties as necessary
- Ensure that the Board is kept abreast of any regulatory changes in relation to health, safety and wellbeing and the impact such changes may have on WH and its customers
- Ensure WH adopts proactive approaches to the management of health, safety and wellbeing with its customers, its colleagues and their representatives
- Establish and maintain standards of health, safety and wellbeing that comply with legal requirements and WH policy
- Examine health, safety and wellbeing audit reports, quarterly incident and accident reports, risk assessments, near misses, work related ill-health and health surveillance. Monitor progress of the arising management actions.
- Liaise with the City of Wolverhampton Council (CWC) and develop, introduce and monitor policies and procedures relating to health, safety and wellbeing
- Oversee all health, safety and wellbeing arrangements and provide period reports to the Board
- Provide WH with a forum for sharing ideas, highlighting examples of good practice and promoting a positive health, safety and wellbeing culture
- Receive and consider reports from CWC, Trade Unions, Safety Representatives, Specialist Advisors, Management, Health and Safety Executive and Auditors
- Receive minutes from the Health and Safety Champions Committee, monitor key issues raised and direct the Health and Safety Champions Committee as required

Membership

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

- Chief Executive or the Director of Corporate Services (Chair)
- A Board Health and Safety Champion
- Members of the Senior Management Team or a representative of the SMT member for each Directorate
- Other specialist colleagues or external guests may be invited on an ad-hoc basis for the purpose of presenting reports or advice as appropriate
- Head of Health and Safety – City of Wolverhampton Council
- Head of Business Services
- Each recognised Trade Union (max two attendees per Trade Union at any one meeting)

Meetings

- Held quarterly and scheduled annually in advance
- Minutes of the meetings will be taken by a member of the Corporate Services team
- Agenda and papers distributed to members 5 working days in advance of meetings

- Action points and / or minutes from meetings will be distributed to members within 10 working dates of the meeting

6.0 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 staff web home page in health and safety
- providing health and safety briefings on relevant health and safety issues
- undertaking toolbox talks, team briefings and including health and safety as a standing agenda item at meetings
- utilising the email system to provide information on health and safety
- meetings with partners and contractors
- informing tenants via a range of communication methods

First Aiders

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

- understand the company safety, health policy, know their responsibility and be equipped to play their part
- maintain applicable health and safety documents and ensure awareness of policies, processes, guidance, and codes of practice with regards to first aid
- be responsible for the provision of health, safety information relating to first aid and for ensuring compliance
- attend appropriate training as required to understand their general safety and health responsibilities in addition to first aid training
- be included in consultation on any changes at the workplace that may substantially affect provision of first aid in the workplace

- carry out assigned tasks and duties in a safe manner, in accordance with instructions, and to comply with safety rules / procedures
- check the condition and contents of first aid boxes and will arrange for any replenishments as necessary
- ensure appropriate documentation, related to first aid is created and distributed to the appropriate employees.
- ensure accurate records are kept.

Fire Marshals

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

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

Delegated Landlord Responsibilities

Hazard	Responsible Person	Technical Expert
Management of Asbestos	Head of Asset and Stock Investment	Building Solutions Manager (Asbestos) Asbestos Safety Compliance Officer Wolverhampton Homes Asbestos Team Supervisors
Management of Legionella	Head of Compliance	Contract Manager
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
Management of Waste	Head of Asset and Stock Investment	Waste and Environmental Compliance Officer
Management of Road Risk: 1 Fleet 2. Essential / User 3 All other	Business Co-ordinator, Head of People,	City of Wolverhampton Council – Fleet Manager


Site Duty Holders

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

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

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Board Report

	Agenda Item 6
	24 June 2022 Equality, Diversity and Inclusion (EDI) – Strategy update
	Open Report
Status:	For Information
Author and job title:	Emma Rolinson, Head of People
Contact No:	07964 121484
	Board members are asked to note the update, key highlights and progress made in relation to the equality, diversity and inclusion (EDI) Strategy action plan.
Key risks and contentious issues:	<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 Purpose

- 1.1 To provide Board members with the update on progress made in relation to delivering against the Equality, Diversity and Inclusion Strategy action plan located at Appendix 1.

2.0 The Equality, Diversity and Inclusion Strategy

- 2.1 EDI continues to be a key consideration throughout the activities and culture within Wolverhampton Homes (WH). Equalities is firmly embedded within the Wolverhampton Homes 4-year Business Plan 2019 - 2023.
- 2.2 As Board will be aware, the EDI strategy was agreed at Board in December 2020, and the associated action plan was subsequently launched with overarching objectives and priorities to disseminate across the business.
- 2.3 In delivering the associated action plan, Wolverhampton Homes continue to work towards meeting the five Broad Equality Objectives aligned with best practice against national standards, (e.g. the Local Government Association's recommended 'equality outcome' areas of the Social Housing Equality Framework, Chartered Institute of Housing (CIH), Equalities & Diversities Standards and the Housing Diversity Networks standards).

3.0 Key highlights

- 3.1 The key highlights during the year are detailed below in relation to the specific outcomes and activity:

3.1.1 Outcome 1 – Knowing our customers

- Further advancements have been made to embed equalities data into policies, procedures and strategies. Consultations including the Vulnerable Customers review show a desire to better understand the customer. A review of data will determine what data will be collected, for what purpose before dashboards/reporting is finalised.
- Website transfer has been completed. Support is in place for those registered with Homeswapper through Tenancy Officers. Support in place for those registered through Homes in the City (HITC).
- Power-Bi Dashboard capturing equalities data on all applicants in relation to the Housing Improvement Agency. Over 500 grant applications processed in the past year and 123 applicants during quarter 4.
- See It Report It completed with outcomes presented to the Senior Leadership Team. Further work to now be carried out to ascertain how this approach can be further rolled out across the company.

3.1.2 Outcome 2 – Leadership, partnership and organisational commitment

- The company received a bronze Employer Award from Stonewall in recognition of the ongoing commitment to being an LGBTQ+ inclusive employer.
- The Equality Champions employee network is made up of colleagues across the business who have worked hard on a range of projects and initiatives, helping create a real sense of belonging. It is important that everyone has the opportunity to contribute to EDI activity, irrespective of whether they are a member of a group or not. Therefore following a review of the structure the four sub-groups have been merged into one Equality Champion group – while retaining a focus on all equality strands through our existing equality leads.
- The mentoring scheme continues to support staff development and promotion opportunities in particular, for Black, Asian and minority ethnic staff and for females.
- Work has continued to take place to promote and celebrate key dates including International Women’s Day and LGBT history month.

3.1.3 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 a WH Senior Management Team (SMT) member.
- Promotion of the Telecare Service to vulnerable residents to provide them with the opportunity to live more independently resulted in over 1400 referrals during 2022-2023.
- Customer satisfaction surveys developed for each capital project. Customer experience meetings scheduled to establish the preferred method of delivery either face to face, online or text messaging.
- 62 customers who have been disproportionately affected by levels of rent arrears and evictions were supported by the African Caribbean Community Initiative (ACCI) during 2021-2022.
- Structures in place to involve our local community and third sector partners in assessing the impact of our services and informing them on the action WH take to respond to the changing profile of the city.

3.1.4 Outcome 4 – Responsible services, access and customer care

- Work has been undertaken during quarter 4 by the Performance team to build a Power BI dashboard based on customer profile data to monitor who is accessing our services and to inform service delivery moving forward.
- Exemption criteria is in place for rechargeable repairs for safeguarding of victims of domestic violence and hate crime from incurring any associated rechargeable repairs costs.
- Protocol in place with Refugee & Migrant Centre which enables advice and support to be delivered to customers. Around 199 tenancies received support during the last financial year.
- Partnership arrangements are in place to promote financial inclusion to mitigate against the impact of the cost of living rises – through the provision of targeted advice and support to customers.

3.1.5 Outcome 5 – Skilled and committed workforce

- Applicant monitoring continues to be undertaken to measure number of individuals shortlisted and appointed by each protected characteristic.
- Delegates have successfully completed the new management development programme.
- Mentoring programme continues to be made available to employees.
- Further progress made against the Employee Health and Wellbeing Strategy including a range of tools and resources available to colleagues through the intranet site and learning management system.
- News story and online expression of interest form published internally to communicate changes to the Equality Champions structure and engage/involve all colleagues, ensuring that EDI is embedded in the culture of the organisation.

4.0 Looking forward

4.1 Although WH have achieved much in relation to EDI, the company cannot be complacent. Further work will include:

- Review and redesign of the EDI Strategy in conjunction with the CWC EDI team, equality groups, staff and customers.
- Customer Contact Strategy aims, to drive better engagement with customers. Stakeholder day to be held in June 2022 with all existing and potential partners invited to attend to launch of the strategy.
- Customer satisfaction surveys will take place and will include the reporting and monitoring across equalities groups on a monthly and quarterly basis.
- Review and update of all relevant material to adopt the recommended change in terminology when addressing specific ethnic minority groups and move away from outdated terms such as “BAME” and “BME” which emphasise certain ethnic groups and exclude others.
- Review the current targets that were against the 2011 Census – to reflect the outcomes of the 2020 Census more closely.
- Production of the Ethnicity Pay Gap report.
- Development of quarterly Equality Champions briefing note and EDI to become a standing agenda item at team meetings to raise the profile of EDI and the work of the Equality Champions and ensure this is embedded in the culture of the organisation and within service areas.
- Launch of the EDI pledge for managers.

5.0 Financial and value for money implications

5.1 Budget allocation has been made available for the work of the Equality Champions Group.

6.0 Legal and regulatory implications

- 6.1 Mainstreaming equalities and building cohesive communities is at the heart of the national policy.
- 6.2 Social landlords are required to comply with and meet specific duties outlined within the Equalities Act 2010.

7.0 Human resources implications

- 7.1 It is imperative that initiatives are delivered to support staff, particularly those from minority ethnic backgrounds as part of this strategy.
- 7.2 WH values underpin how staff work together with people and communities to achieve common goals, how to positively influence others and interact with colleagues and customers.

8.0 Health and safety implications

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

9.0 Equalities implications

- 9.1 Has an equality impact assessment been carried out? **No.**
- 9.2 Explanation: Not applicable in respect of this report, however, individual pieces of work requiring an EIA will be completed.

10.0 Impact on the environment and community

- 10.1 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.

11.0 Long term consequences for the company

- 11.1 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.
- 11.2 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.

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

- 12.1 Wolverhampton Homes has a duty to ensure that their partners and contractors meet the duties outlined within the Equalities Act 2010.

12.2 Learning from equalities monitoring data will help to improve services, resulting in more positive relationships with customers.

13.0 Impact of Covid-19

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

14.0 Impact on the Wolverhampton Homes' Management System

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

15.0 List of Appendices

15.1 Appendix 1: Equality, Diversity and Inclusion Action Plan update

Appendix 1: Equality, Diversity and Inclusion Action Plan update

Strategic Objective	Service Area Priorities	Required Outcome	Update
Knowing our Customers	<p>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>	<p>Improved data held on tenants and their protected characteristics.</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"> • Further advancements have been made to embed equalities data into policies, procedures and strategies. Consultations including the Vulnerable Customers review with Acuity show a desire to better understand the customer. • Customer Contact Strategy aims to drive better engagement with customers which is due to launch in quarter 1 2022 - 2023. There is a focus alongside this to improve our customer portal and how customers can update their details with us. • A support needs assessment takes place in every tenancy breach case. • Website transfer has been completed. Support in place for those customers registered with Homeswapper through Tenancy Officers. Support in place for those registered through Homes in the City (HITC – the City’s social housing application portal) through Housing Officers.
	<p>Use all customer satisfaction data collected to identify and undertake targeted work with underrepresented groups.</p>	<p>Improved engagement with stakeholder audiences.</p>	<ul style="list-style-type: none"> • See It Report It pilot complete with outcomes presented to Senior Leadership Team. Further work to be carried out to ascertain how this approach can be further rolled out across the company. • Multi deprivation / ASB concerns identified during estate inspections are referred for assessment via the Sustainable Estates Program.

	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"> Information gathered around reasons for approaches to homeless services. Further analysis to take place in conjunction with the City of Wolverhampton Council. All new tenants are contacted by the Money Smart team. All customers in temporary accommodation receive additional support to ensure they are tenancy ready. There were 62 customers were supported by ACCI during 2021-2022. Customer satisfaction survey ongoing. Initial findings expected in quarter 1. This will include the reporting and monitoring across equalities groups on a monthly and quarterly basis.
Leadership, Partnership & Organisational Commitment	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"> Refocused how staff my contribute to EDI. The four equality networks have now come together into one group of equality champions. Senior Management Team (SMT) continue to play an active role in supporting the work of the equality champions. Key dates set and agreed by Equality Champions, supported by the Communications team. Events taken place to support International Women’s Day and LGBT history month have been delivered.
	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"> Received a bronze Employer Award from Stonewall following our submission to their workplace equality index in recognition of the ongoing commitment to being an LGBTQ+ inclusive employer. The mentoring scheme continues to support staff development and promotion opportunities in particular, for Black, Asian and minority ethnic staff and for females.


	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"> Equality Impact Assessment's (EIA's) are undertaken on key decisions and service delivery EIAs renewed at Equality Circle Forum (ECF). Employment profiles data and gender pay gap for 2021 published on website to inform Equality Impact Assessments. A new monthly section has been introduced into the WH Life staff newsletter to promote new starters and internal moves within the business.
Involving our Customers	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"> Equality and Diversity Steering Group (EDSG) meetings diarised quarterly Agenda includes updates on strategy and action plans. Senior Leadership team (SLT) members invited as required. Structures in place to involve the local community and third sector partners in assessing the impact of service delivery and informing customers of actions.
	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"> Promotion of the Telecare Service to vulnerable residents to provide them with the opportunity to live more independently resulted in over 1400 referrals during 2022-23. Customer satisfaction surveys developed for each capital project. Customer experience meetings scheduled to establish the preferred method of delivery either face to face, online or text messaging. Protocol in place with Refugee & Migrant Centre to enable quality and advice to affected customers. 199 tenancies receive support under this SLA 2021/22.
Responsible Services,	Recognise that some customers will need solutions that are	Evidence / data used to tailor service delivery through clear and consistent	<ul style="list-style-type: none"> Perpetrators of Domestic Abuse (DA) Pilot now mainstreamed into BAU - joined up

Access and Customer Care	tailored to meet their specific needs and requirements.	examples in reports to boards, committees and staff.	<p>approach with those supporting victims of DA.</p> <ul style="list-style-type: none"> • Payment arrangements continue to be offered to all leaseholders in respect of service charges.
	Our services remain accessible, inclusive and responsive to the diverse needs of people living in Wolverhampton across all protected characteristics.	All services utilise customer information to deliver responsive services.	<ul style="list-style-type: none"> • Work has been undertaken by the Performance team to build a Power BI dashboard based on customer profile data to monitor customer access and to inform service delivery going forward. • Exemption criteria is in place for rechargeable repairs for safeguarding of victims of domestic violence and hate crime from incurring any associated rechargeable repairs costs. • Partnership arrangements are in place to promote financial inclusion to mitigate against the impact of the cost of living rises – through the provision of targeted advice and support to customers. • Customers who have had no contact with WH in the last 12 months are visited.
	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 people or communities and delivering good equality outcomes.	Service delivery responds to the diverse needs of our customers and their needs.	<ul style="list-style-type: none"> • New Ground floor units of temporary accommodation have been added to the portfolio. • WH DA Team actively assessing all council stock in need of Sanctuary. New digital referral form developed with Systems Development Team. Increased number of referrals received.
Skilled and Committed Workforce	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"> • No Offence training programme available for all staff. • Aids and Adaptations team have a number of staff trained as trusted assessors to assess and undertake work requested for Aids and Adaptations.

	<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> • Further progress made against the Employee Health and Wellbeing Strategy including a range of tools and resources available to colleagues through the intranet site and learning management system. • News story and online expression of interest form published internally to communicate changes to the Equality Champions structure and engage/involve all colleagues, ensuring that EDI is embedded in the culture of the organisation.
	<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"> • Heads of Service and managers are completing the management development programme, with a view to achieving the IL accreditation. • Mentoring programme continues to be made available to employees. • Equality Leads for Equality Champions group invited to attend SMT meetings as staff representatives • Staff engagement in developing customer satisfaction survey

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Board Report

	Agenda Item 7
	24 June 2022 Learning and Organisational Development update
	Open Report
Status:	For information
Author and job title:	Sarah Butcher, Head of Organisational Development & Employee Engagement
Contact No:	07773 008395
Recommendations:	Board Members are asked to note the content of the report.
Key risks and contentious issues:	<p>Wolverhampton Homes customers and family members could be 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> <p>Failing to prepare and / or support tenants through welfare changes; leaving tenants without the necessary skills to manage effectively.</p> <p>Failure to create a company where organisational development supports the skills required to achieve the key objectives of the Business Plan.</p> <p>Failure to deliver a robust apprenticeship programme could leave future skills gaps within the organisation and fails to contribute to the city-wide objective of creating sustainable employment opportunities for young people.</p>

Management Summary

1.0 Purpose

1.1 This report provides a progress update to Board members for the year 2021–2022 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 objectives of the Relight the City priorities to support where there are high levels of employment, and opportunities for all types of learning throughout life.

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

2.3 This report covers the following areas:

- Employability and Click Start
- Learning & Organisational development
- Strategic construction partnership
- Early careers, including Apprenticeships and the Apprenticeship Levy

3.0 Employability and Click Start

3.1 Employability

3.1.1 Wolverhampton Homes supports customers and City residents into employment, training, volunteering, and work experience. Two Employment Coaches provide a bespoke service and have supported those individuals who are some way away from being ready for the job market, thus requiring more intense 1:1 support.

3.1.2 Despite a challenging start to the financial year due to the impact of the pandemic and continued lockdown restrictions, the Employment Coaches exceeded targets (as detailed below at table 1), whilst continuing to work more collaboratively with the Wolves@Work team at the City of Wolverhampton Council (CWC).

Table 1: Actual vs target performance for two Employment Coaches 2021– 2022

Quarter	Q1		Q2		Q3		Q4		2021 - 2022	
Target / Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Into provision	15	23	15	40	15	5	15	0	60	68

3.2 Click Start

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

The objectives of the project are to enable participants to have / are:

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

3.2.2 The last two years have been particularly challenging for the Click Start team as their delivery model prior to the pandemic was face-to-face due to participants facing digital barriers. The project did move to a digital delivery model after the first lockdown in 2020; however, this has had less success than face to face opportunities.

3.2.3 Over the last financial year, the Click Start team have enrolled 109 participants onto the programme (against a target of 108).

3.2.4 Further to the Annual Update presented to Board members on 11 June 2021, which confirmed that there would be an extension of the project until September 2022, the project end date is now confirmed as 31 March 2023, with delivery to participants ceasing on 31 December 2022.

4.0 Learning and Organisational development

4.1 The OD Strategy was agreed at the Board meeting held on 24 April 2020, with annual reviews in April 2021 and April 2022.

4.2 The L&OD action plan delivers the eight key OD priorities which are to:

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

4.3 Digital learning

As previously reported to Board members, My Learning Hub (MLH) is the bespoke learning management system (LMS) launched in July 2020.

- Login activity has steadily increased from an engagement level of 14.8% at launch to 24.2% on 31 March 2022.

- Login activity and top viewed content for the last quarter can be found appended to this report in Appendix 1.
- 10 eLearning modules launched covering some statutory and mandatory training topics, including Managing Risk, Tenancy Fraud Awareness, health & Safety Awareness.
- Design and development of a version of My Learning Hub for new employees to be released to them pre-day one start as part of their Induction and on-boarding. This will be launched early in 2022-2023 when the first new starters are recruited through the new Applicant Tracking System (ATS).

4.4 Face to face / virtual learning

- 4.4.1 During the last twelve months, the L&OD team resumed scheduled training as a business-as-usual activity. Training has been delivered both internally and using a range of external providers.
- 4.4.2 The highlight of the year was the L&OD team's contribution to successful delivery of the Asbestos Task and Finish project, which saw UKATA accredited, bespoke awareness and process and procedure training delivered company wide.
- 4.4.3 In total, the team delivered 4,161.8 hours of continuous professional development in the form of face to face and virtual training events; an increase of 181.3% on the previous year. Further details can be found appended to this report in Appendix 2.

4.5 Development programmes

- 4.5.1 The team have designed and launched three ILM accredited development programmes in partnership with an external provider during the last twelve months. Target Return on Investment (ROI) for these programmes is 100-125% per participant.
- 4.5.2 To compliment the outlay on skills development for managers and the external formal qualifications, there will be further development from the inhouse team to ensure continuous development across the organisation.

4.6 Business Partner development programme

The Wolverhampton Homes' Business Partner development programme is accredited to Level 5 (Member) by the Institute of Leadership and Management (ILM). The programme has been designed in partnership with an external provider and is the first of its kind.

Thirteen participants from our Corporate Services directorate commenced their ten-module programme in December 2021, with twelve of them successfully passing their ILM assessment in April 2022. More details relating to this programme can be found appended to this report in Appendix 3.

4.7 Management development programme (MDP)

Sixty-two WH managers commenced the ten-module MDP between January and April 2022; the four cohorts are due to complete between May and August. This programme is also accredited to Level 5 (Member) by the ILM. More details relating to this programme can be found appended to this report in Appendix 3.

4.8 Leadership development programme (LDP)

All Heads of Service commenced their ILM Level 7 (Fellow) accredited programme in January 2022. This ten-module programme is due to complete in the summer, with ILM assessment interviews scheduled for early August. More details to this programme can be found appended to this report in Appendix 3.

4.9 Senior management team (SMT) development

Building on the Insights Discovery and Mindset to Growth development opportunities completed in the previous financial year, SMT attended a two-day offsite team development event in November 2021. The aim of this event was to pull together the learnings and reflections from Insights Discovery and Mindset to Growth, within the world-renowned high performing team framework advocated by Patrick Lencioni.

4.10 Insights Discovery © personality profiling

All participants on both LDP and MDP have been introduced to Insights Discovery; they all have their Personal Profile and have attended the introduction workshop. It is planned to continue using this tool to help individuals improve their self-awareness, build their personal resilience, and develop their personal development plans (PDPs).

4.11 Board development

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

At the Board meeting in March 2022, it was confirmed that the next step is to complete a Board Evaluation Review.

4.12 Mentoring and equality, diversity, and inclusion

4.12.1 Mentoring

WH launched a newly refreshed and revised Mentoring Programme on 1 March 2021 to support professional and career development.

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

Feedback has recently been gathered from those who are taking/have taken part in the programme and a revised programme will be available from June 2022.

4.13 Equality, diversity, and inclusion

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

The 'No Offence' learning pathway was launched in My Learning Hub in May 2021, with addition modules being released in autumn 2021, and spring 2022.

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 Strategic Construction Partnership (SCP)

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

5.2 The annual update presented to Board in June 2021 confirmed that contact had been maintained with SCP partners during the pandemic. WH is now reviewing opportunities to restart events like those that were held pre Covid-19 and attended a Wolves at Work 18-24 event at The Way with United Living in March 2022.

6.0 Early careers, apprenticeships, and the Levy

6.1 All three of the office apprentices recruited in September 2019, successfully completed their End Point Assessments (EPA) in March/April 2021, being awarded distinctions in all categories. Two of these individuals have secured permanent employment with WH, whilst the third has commenced an apprenticeship in Information Technology with CWC.

6.2 Three new Trades apprentices were recruited and began their journey with WH in March 2021, with a further nine joining in September 2021. To date, eleven of these twelve individuals are progressing well with their apprenticeships and employment with WH; the twelfth apprentice has resigned from WH.

6.3 WH has made use of the apprenticeship levy to fund the training costs of these apprentices, and will continue to do so.

6.4 In late April 2022, WH advertised up to seven Management Trainee opportunities; 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.

6.5 WH received 41 applications in response to this advert, with 26 people being short-listed and invited to the recruitment event being held on 13 June 2022, resulting in the appointment of six trainees and one qualified individual who will go straight into post.

6.6 Members of the L&OD team, along with some of the current apprentices, attended the two Wolves at Work 18-24 events in March 2022 (Low Hill Community Centre and The

Way), as part of the WH pledge to support CWC in providing employment opportunities for young people to reduce youth unemployment in the City.

7.0 Financial and value for money implications

- 7.1 Where learning interventions need to be bespoke to WH, the teamwork with subject matter experts (SMEs) to create and deliver these interventions.
- 7.2 Where possible and effective, remote, digital, or a blended delivery approach are used to reduce time out of the business, travel time and cost.
- 7.3 Where the need is more generic (e.g. leadership and management development) or needed to be accredited (e.g. Asbestos task and finish) the L&OD team engage with training providers that are based in or around Wolverhampton, wherever possible.

8.0 Legal and regulatory implications

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

9.0 Human resources implications

- 9.1 To embed the business partner approach outlined previously, and to design and deliver the learning interventions needed to deliver the OD Strategy, continual staff development will be required.
- 9.2 Three members of the L&OD team have successfully completed the ILM Level 5 Business Partner development programme, with two also working towards the ILM Level 5 MDP.

10.0 Health and safety implications

- 10.1 All activities are subject to health and safety consideration with Risk Assessments in place where required.

11.0 Equalities implications

- 11.1 Equality statistics are gathered for all programmes and are included in the annual report produced. Close working with the council's EDI team and community partners to address any under representation.

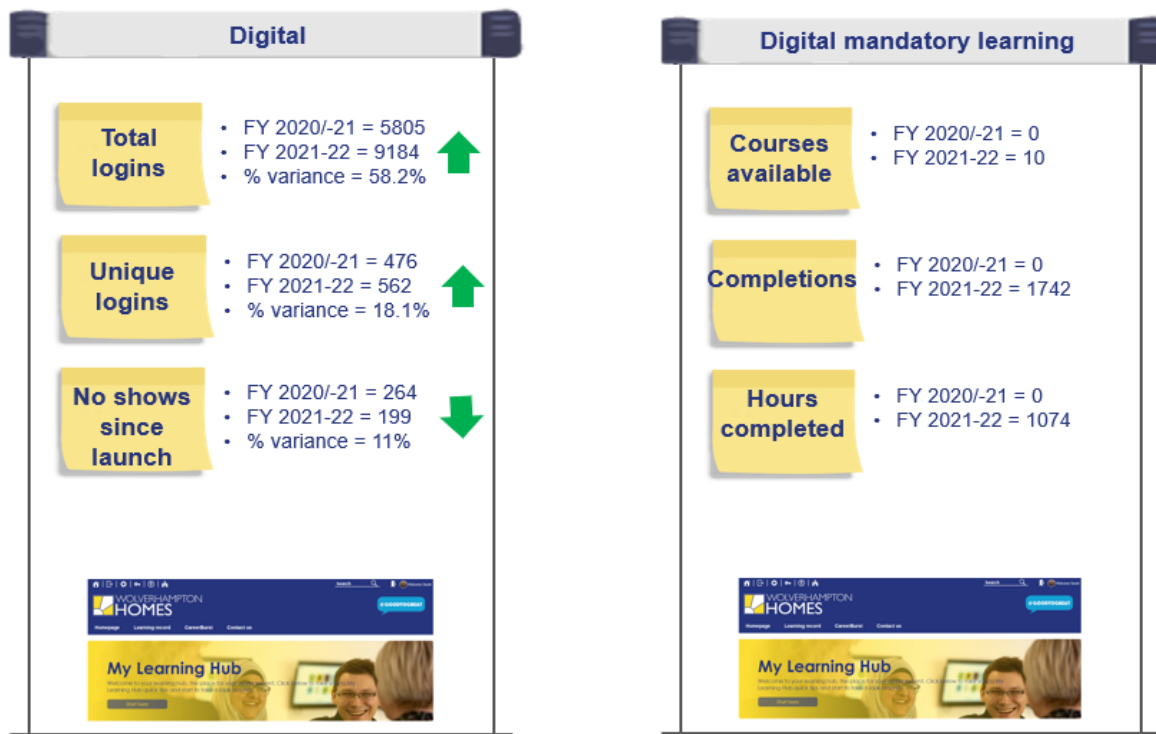
12.0 Impact on the environment and community

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

13.0 Long term consequences for the company

- 13.1 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.
- 13.2 Equipping customers with further skills and training promotes job prospects. This in turn allows customers to be better able to maintain their tenancies and be prepared for changes to welfare.
- 14.0 Impact on business relationships with suppliers, customers, and others**
- 14.1 The provision of best-in-class and fit-for-purpose people development opportunities will have a positive impact through improved skills and competencies shown by the workforce.
- 15.0 Impact of Covid-19**
- 15.1 The impact of Covid-19 will be felt in all countries and in all sectors for years to come. New ways of working will see the company operating in different ways which will require continual review of what this means for the workforce, to enable WH to take a planned approach to people development in the future.
- 15.2 All three of the WH development programmes referred to in section 4.5 of this report have been delivered virtually, including the ILM assessments that have been completed to date. To deliver such programmes in this way would never have been thought effective; however, twelve out of thirteen participants have completed their BP ILM assessment successfully, and the four cohorts for MDP will soon do so too.
- 15.3 Covid-19 has given the opportunity to new ways of working being developed for future success, to ensure that efforts are well co-ordinated, whilst maximising WH utilisation of the apprenticeship levy and supporting the people of the City of Wolverhampton into fulfilling careers and raising the profile of the Housing sector as a great place to work.
- 16.0 Impact on Wolverhampton Homes' Management System**
- 16.1 There is no impact on the Wolverhampton Homes' Management System identified within this report.
- 17.0 List of Appendices**
- 17.1 Appendix 1: My Learning Hub login and activity, including mandatory eLearning
- 17.2 Appendix 2: Face to face / virtual learning activity
- 17.3 Appendix 3: WH's development programmes

Appendix 1: My Learning Hub login and activity, including mandatory eLearning

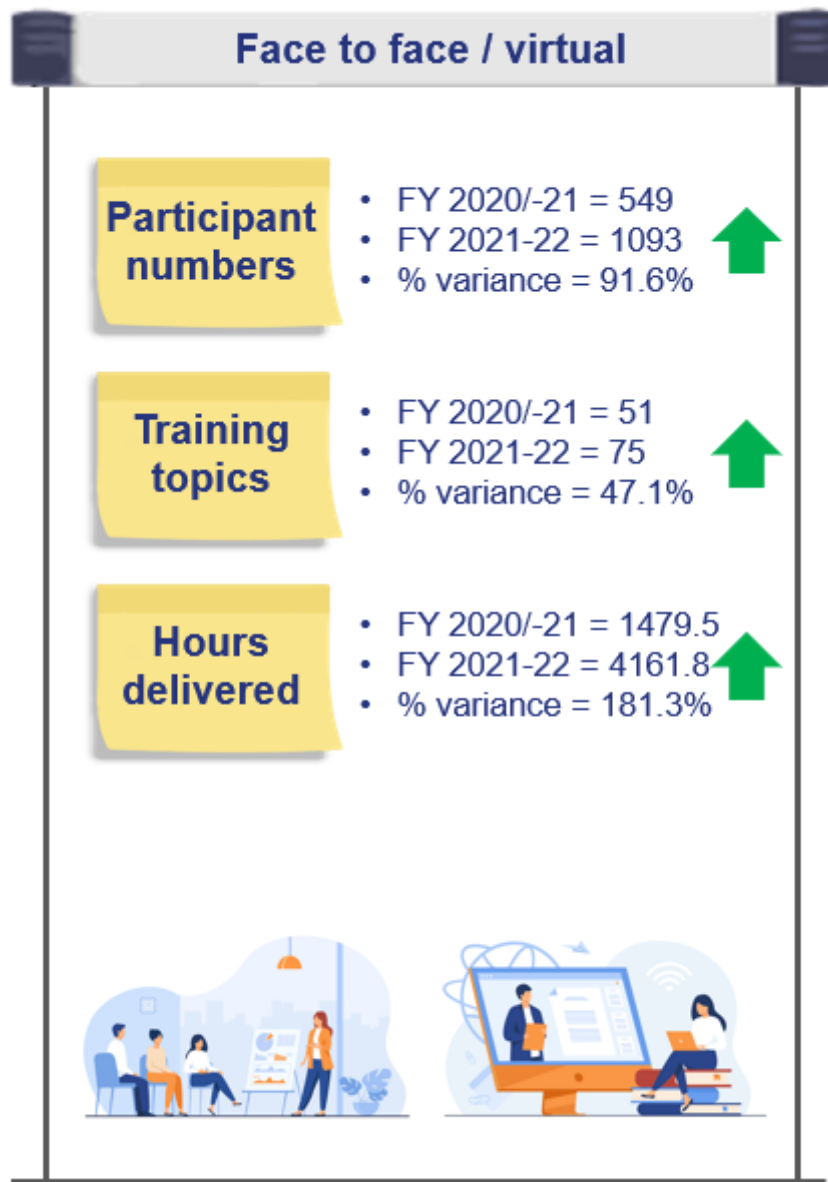


Top content views

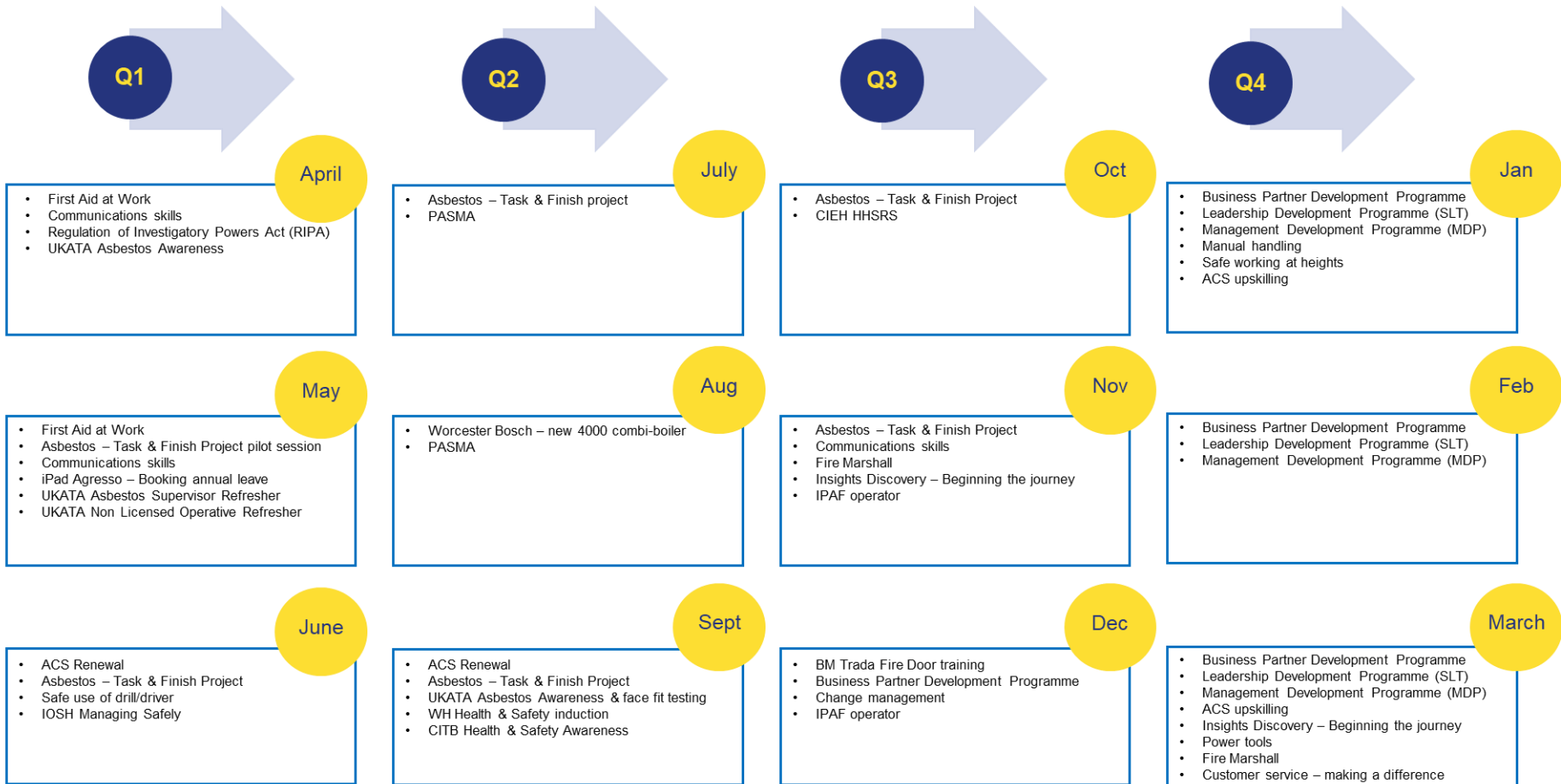
Content usage ?+

Content type	Content title	Total views
	My Learning Hub - Quick tips	2841
	Corporate Health and Safety Policy	1136
	Bullying and harassment - Is it okay?	203
	Don't put people in boxes	431
	One-to-ones	401
	Pregnancy & Maternity	297
	Disability Discrimination - Micro Learn	261
	Disability talk video	235
	Religion and Belief Discrimination Micro Learn	226
	Age Discrimination - Micro Learn	221
	Brown eyes and blue eyes	221
	Microsoft Teams - Video playlist	199
	iPad - Video playlist	193
	Sex Discrimination - Micro Learn	187
	One-to-one form	186

Appendix 2: Face to face / virtual learning



Topics delivered



Appendix 3: WH's development programmes



- 10 modules = 10 hours delivery
5 hours action learning sets
1 hour ILM assessment interview
1. Ninja communication skills
 2. Business acumen and strategic thinking
 3. Partnering for success – stakeholder management
 4. Commercialism and return on investment
 5. Utilising data – analytics and decision-making
 6. Successful negotiation and influencing skills
 7. Strategy and business planning
 8. Understanding organisational culture and wellbeing
 9. Internal marketing of corporate services functions
 10. Future proofing – organisational agility and politics



- 10 modules = 15 hours delivery
5 hours action learning sets
1 hour ILM assessment interview
1. What makes a manager and what makes a leader?
 2. Key communication skills
 3. Building trust and performance in teams
 4. Having meaningful conversations about talent
 5. Recruitment and onboarding
 6. Having difficult employee conversations
 7. Managing absence
 8. Managing poor performance
 9. Managing grievances
 10. Effective disciplinary investigations

LDP




10 modules = 30 hours total delivery, plus
5 hours action learning sets, and
1 hour ILM strategic contributor interview

1. Inspirational leadership
2. Key communication skills
3. Team motivation
4. Retaining key talent
5. Conflict management
6. Managing people
7. Strategic thinking and planning
8. Organisational development
9. Emotional intelligence
10. Commerciality

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Board Report

	Agenda Item 8
	24 June 2022 Revenue Outturn position 2021 - 2022
	Open Report
Status:	For Information
Author and job title:	Jo McCoy, Head of Financial Management, City of Wolverhampton Council
Contact No:	01902 554415
Recommendations:	Board members are asked to note the: <ol style="list-style-type: none"> 1. Revenue outturn position for the financial year 2021 - 2022 2. Outturn position on commercial trading activities
Key risks and contentious issues:	<p>The outturn position has resulted in a net supporting contribution of £30,000 from reserves.</p> <p>The outturn position for 2021-2022 is an overspend against the budget of £857,000. This includes £200,000 of investment in IT and a 'one off' increase of £100,000 for fencing which was planned to be funded from a reserve's contribution. The net supporting contribution from reserves being £30,000. This includes accounting adjustments of £527,000.</p> <p>Commercial trading activities have contributed £270,000 income net of costs to the budget position.</p>

	These are financial accounts are to be considered as draft as they are currently being audited, so the position may 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 2021-2022 financial year and the outturn position for commercial trading activities.

2.0 Revenue Outturn 2021 - 2022

2.1 Wolverhampton Homes has achieved an overall overspend of £857,000 against the budget at the end of March 2022. Total Income of £50.9 million is £857,000 lower than expenditure of £51.5 million. However, there were accounting adjustments of £527,000 required, which reduce the contribution from reserves to £330,000.

Expenditure included investment in ICT of £200,000, and a one-off increase of £100,000 to the budget for the fencing programme. These had been planned to be funded from reserves contributions and referenced in earlier reports.

For the financial year 2021 -2022 the company, for the first time in a number of years, budgeted for a 'break-even' contribution. The position is illustrated in Table 1 below with the net supporting contribution from reserves being £30,000.

Table 1 – Income and Expenditure Budget Position at 31 March 2022

Income and Expenditure	2021-2022 Budget £000	2021-2022 Outturn £000	2021-2022 Variance £000
Expenditure			
Employees	27,721	27,461	(260)
Non-Pay Costs	22,279	24,258	1,979
Total Expenditure	50,000	51,719	1,719
Income			
Management Fee	(39,647)	(39,979)	(332)
Trading Income	(9,302)	(9,491)	(189)
Other Income	(1,051)	(1,393)	(342)
Total Income	(50,000)	(50,863)	(863)
Net Budget position	-	857	657
Accounting Adjustments	-	(527)	(527)
IT and Fencing reserves contribution	(300)	(300)	-
Net supporting contribution from Reserves	-	(30)	(30)

2.2 The income the company achieved in 2021-2022 was £863,000 higher than budget with expenditure being £1.7 million above budget. The expenditure pressure has predominately (£1.537 million) been on non-pay budgets relating to repairs, maintenance and compliance activity.

- 2.3 The responsive repairs and voids budgets continue to experience significant pressures due to both increasing operating costs and service demand. In addition, 2021-2022 included the commencement of our accelerated delivery of outstanding repairs that had accumulated due to Covid-19 restrictions since 2020.
- 2.4 Response and Planned Repairs associated costs were £861,000 higher than budget and reflect the accelerated activity, increase in repair requests from customers and include an exponential increase in Disrepair Claims. This demand is typical of that being experienced across the sector since Covid.
- 2.5 Voids outturn was at £495,000 above budget. Despite improving void turnaround times, undertaking more damp & mould related works, removing more waste and responding to an increase in pests. The work costs remained lower than previous years for revenue void expenditure, although increased costs have been seen for capital funded major voids.
- 2.6 Revenue liabilities relating to adaptations continue to increase as more customers benefit from investment and maintenance demands increase. Expenditure was £252,000 above budget.
- 2.7 Notable spend variances are with sub-contractor use, being £1.3 million over budget. This activity includes the use of specialist contractors, waste disposal and asbestos costs. Contractors also provide supplementary support for the in-house team to reduce the levels of outstanding repairs, increase in damp & mould remediation, works arising from Disrepair Claims, covering sickness absence and vacancies. Expenditure is partly offset by savings in pay related costs. Value for money is assured through regular market testing with performance & quality being monitored through contract management arrangements.
- 2.8 Due to worldwide market forces, costs for building materials continue to be volatile. Materials costs, on average, increased by circa 10% during 2021-22, increasing pressure on repairs and voids budgets by approximately £380,000.
- 2.9 Transport costs were £439,000 lower than budgeted, budget provision had been made for increased costs relating to replacement of fleet vehicles with Electric Vans to meet the Council's Net Zero Carbon targets by 2028.
- 2.10 There was an underspend against the budget for employee costs, this budget was able to absorb the costs of the 1.75% pay award which was not assumed at the time the budget was calculated.
- 2.11 Some of the void expenditure has been offset from additional trading income by charging the costs to the capital programme. There was also an increase to the management fee of £330,000 for the properties that transferred from Springfield Horseshoe Tenant Management Organisation (TMO) and £150,000 income generated from Help To Own trading activity.
- 2.12 There was investment in ICT of £200,000 which was planned at budget setting agreed to be funded from reserve balances.

2.13 The accounting adjustments of £527,000 measure the impact of non-cash transactions required in line with financial reporting standards. These set out the accounting treatment for valuation of fixed and lease assets, lease liabilities and accruing for holiday pay and ensure that the financial accounts fully reflect and provide future costs and values. In 2021-2022 these had a positive impact on the outturn by reducing the reserves contribution, but this is not always the case.

3.0 Commercial Trading Activity - Trading Position 2021 - 2022

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 2021-2022 included asbestos removal to external customers, private sector leasing, rental of the company's own properties and onboarding services to Help To Own.

3.2 Turnover for commercial income activity for 2021-2022 was £1,572,000 with direct costs of £1,214,000. After supervision and admin expenses of £89,000 are charged the net profit for the year was £270,000. Overheads are apportioned where appropriate as allowable expenses when calculating the tax liability.

The breakdown of activities is shown in Table 3 below

Table 2 – Commercial Activity breakdown

Income & Expenditure	Owned Properties £000	PSL £000	Help 2 Own £000	Asbestos services £000	Total £000
Turnover	(149)	(560)	(150)	(714)	(1,573)
Direct Costs	5	542	87	580	1,214
Supervision/fees/admin	2	52	1	34	89
Net profit before overheads	(142)	34	(62)	(100)	(270)

3.3 For further information relating to commercial activities please refer to agenda item entitled 'Value for Money and Commercial Activity Update'.

4.0 Summary of Financial Position at 31 March 2022

4.1 2021-2022 was a challenging year with cost pressures and demand for repairs and maintenance increasing post pandemic and building over the course of the year. The overall budget position was an overspend of £857,000 against the budget, of which £200,000 was IT investment planned and £100,000 for fencing, both funded from reserves. Also charged against reserves was the final investment property purchased in May 2021 at a cost of £185,000 including stamp duty.

- 4.2 After accounting transactions, reserve balances now total £5.3 million. This leaves funding available as planned for contingency purposes and one-off 'spend to save' investment.

Table 3 - Reserve movements and balance at 31st March 2022

	In year transactions £000	Balances at start and end of year £000
Profit and Loss Reserve at 01 April 2021		5,849
Purchase of 1 property	185	
ICT investment	200	
Fencing	100	
Contribution to revenue budget	557	
Accounting Transactions	(527)	
Total of transactions	515	(515)
Profit and Loss reserves at 31 st March 2022		5,334

- 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 £140,000.

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 £5.3 million. The company has been able to absorb the overspend this year through maintaining reserves at a level to provide contingency.

6.0 Legal implications

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

7.0 Human Resources implications

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

8.0 Health and safety implications

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

9.0 Equalities implications

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

- 9.2 Explanation: There are no proposals within this report.

10.0 Impact on the environment and community

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

11.0 Long term consequences for the company

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

12.0 Impact on business relationships with suppliers, customers and others

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

13.0 Impact on the Wolverhampton Homes' Management System

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

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