



Wolverhampton Homes

Open Board Meeting

21 September 2023

Time 10.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes

Venue The Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, WV11 1XU

Membership

Christopher Lue
Joy McLaren
Sazini Malaba
Victor Browne
Craig Royall
Hajrija Dergic
Hannah Semple
Councillor Jonathan Crofts
Councillor Rita Potter
Councillor Susan Roberts MBE
Councillor Zee Russell

Information

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

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

Copies of other agendas and reports are available from:

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

Agenda

<i>Item No.</i>	<i>Title</i>
1	Apologies
2	Declarations of interest
3	Minutes of previous open Board Meeting - 30 June 2023 (Pages 3 - 8)
4	Matters arising

FOR DECISION

5	People and Organisational Development Strategy - Sarah Butcher, Head of Organisational Development and Staff Engagement / Emma Rolinson, Head of People (Pages 9 - 38)
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FOR INFORMATION

6	Revenue Forecast for 2023 - 2024 as at 31 July 2023 - Julie Haydon, Director - Corporate Services (Pages 39 - 50)
7	Capital Programme Delivery update - Quarter 1, 2023 - 2024 - Simon Bamfield, Head of Assets and Stock Investment (Pages 51 - 58)

M I N U T E S



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

MEMBERS IN ATTENDANCE: -

Steve Finegan	-	Acting Chair – Independent Board Member
Hajrija Dergic	-	Board Member – Independent
Councillor Jonathan Crofts	-	Board Member – Councillor
Councillor Rita Potter	-	Board Member – Councillor
Councillor Susan Roberts	-	Board Member – Councillor
Victor Browne	-	Board Member – Tenant

STAFF IN ATTENDANCE: -

Shaun Aldis	-	Chief Executive
Julie Haydon	-	Director of Corporate Services
Angela Barnes	-	Director of Homes and Communities
Jessica Whitehouse	-	Business Assurance Manager
Nicky Devey	-	Head of Business Services
Simon Bamfield	-	Head of Assets and Stock Investment
Michael Hough	-	Health and Safety Manager
Emma Rolinson	-	Head of People
Sarah Butcher	-	Head of Organisational Development and Staff Engagement
Neil Causer	-	Repairs Manager (Mechanical & Electrical)

STAFF IN ATTENDANCE – CITY OF WOLVERHAMPTON COUNCIL: -

Lynda Eyton	-	Client Relationship Manager - Housing Management Agents
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OBSERVERS IN ATTENDANCE: -

Hannah Semple	-	Future Board Member – Independent
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1.0	Apologies	
1.1	<ul style="list-style-type: none"> - Joy McLaren, Tenant Board Member - Parveen Brigue, Independent Board Member - Councillor Zee Russell 	
2.0	Declaration of Interest	
2.1	<ul style="list-style-type: none"> - Victor Browne, Tenant Board member 	
3.0	Minutes of previous open Board meeting – 24 March 2023	
3.1	Minutes of the previous open Board meeting were agreed as a true record.	
4.0	Matters arising	
4.1	Board Members gave positive feedback on the City tour that took place on 29 June 2023 with Wolverhampton Homes staff.	
4.2	Estate walkabouts – request from Board members that they are invited to these in the future particularly linked to Tenancy.	
4.2.1	Action: Estate walkabout – dates to be shared with Board members / invites to be sent.	AB
4.3	My Learning Hub – Board member access issues to be raised directly with the Business Services team.	
For Decision		
5.0	Corporate Health and Safety Policy - Annual update 2023 - 2024 - Michael Hough, Health and Safety Manager	
5.1	<p>Board were appraised of the overarching policy, along with the highlighted areas as follows:</p> <ul style="list-style-type: none"> - SMT structure, role descriptions and removal of H&S Board champion - Governance process - EIA completion – this is to be completed imminently and any challenge notified to Board (if raised) noting this is only a refresh - Learning Management System (mandatory learning) - H&S Champion - collective responsibility - ROSPA award - importance noted of the responsibility of Board in the evidence for the award - Display Screen Equipment – assessment and PAT testing - H&S spot checks (carried out on site) 	

5.2	H&S site visit undertaken by Steve Finegan, Interim Board Chair with the H&S team which was very informative and demonstrated the strong joint working between WH and CWC.	
5.3	Steve Finegan passed on thanks to the team for hosting the visit. Resolved: Board Members approved the annual update to the Wolverhampton Homes Corporate Health and Safety Policy 2023 - 2024, subject to the Equality Impact Assessment being completed.	
For Information		
6.0	Equality Monitoring Annual report 2022 - 2023 - Emma Rolinson, Head of People	
6.1	Highlights were shared with board in relation to a number of areas: <ul style="list-style-type: none"> - Workforce data - Changes to recruitment processes - Relaunch of mentoring programme - Support for Apprenticeships and the City priority for 18 - 24 youth employment - Progress against Equality targets - which have been reviewed to include aspirational targets - Summary of the EIAs undertaken during the period and the outcomes - Positive discrimination and how this is monitored. - Monitoring of recruitment including processes and opportunities. - Performance management – - New EDI framework - looking to start consultation on this to review with service leads particularly in areas where we know there is underrepresentation. 	
6.2	Board member queried the disciplinary statistics (page 47) in relation to the proportion of Black employees and the reasons for this. It was confirmed that this is under review to identify any trends, and this will form part of the future reporting.	
6.2.1	Action: Disciplinary outcomes to be considered and reported to demonstrate trend analysis. Resolved: Board members noted the content of the report.	ER
7.0	Learning and Organisational Development Annual update 2022 - 2023 - Sarah Butcher, Head of Organisational Development and Staff Engagement	
7.1	In relation to sharing further information to the overarching areas of work, more detail was shared on the following:	

7.2	<ul style="list-style-type: none"> - Reach programme and success stories. - Clickstart programme (and end dates) - My Learning Hub / Learning and professional development - Topics in the L&D calendar including bitesize sessions / design and launch of customer skills programme - Manual Handling training - Damp, Mould and Condensation training and awareness - delivered to 50% of workforce so far and externally to the Tenant Management Organisations. - Institute of Management - level 5 and 7 delivered, with Level 3 completing this year. - Insight Accreditation for two L&D officers. - Induction / Mentoring programmes in place. - Early careers and talent strategy snapshot including Apprenticeships. - Marketing campaigns. - Management Trainees. - Housing sector qualification requirements - forward planning. - Values Framework – upcoming launch. - Regulatory requirements – CIH qualifications are built into the strategy and operating plan to include scoping requirements. <p>Board members passed positive comment on the work being achieved and passed on thanks to the L&D team.</p> <p>Resolved: Board members noted:</p> <ol style="list-style-type: none"> 1. the content of the report. 2. how the activity on the people development agenda directly supports Our Future, the Organisational Development and the Early Careers strategies, and Wolverhampton Homes’ business plan. 	
8.0	<p>Revenue Outturn position 2022 - 2023 - Jo McCoy, Finance Business Partner, City of Wolverhampton Council</p> <p>8.1 Board were updated on the final revenue outturn position for 2022 - 2023 with areas covered in more detail as follows:</p> <ul style="list-style-type: none"> - budget for 2022 - 2023 which was set at £51.2 million, with a planned contribution of £1m from reserves. - Budget monitoring takes place throughout the year, with budget holders and CWC Finance colleagues to provide more accurate forecasting. - Financial Issues Group (CWC) – £2 million increase to be added to the management fee to cover the unprecedented demands. - Continuing pressures, particularly around repairs and maintenance, energy costs, materials and labour, waste 	

8.1.1	<p>management, grounds maintenance, and the national pay increase.</p> <ul style="list-style-type: none"> - One off expenditure costs include the rationalisation and investment of office space, which will be offset over the next two years. - Responsive repairs budget has seen significant pressures due to both increasing costs and demand, in particular due to dealing with the impact of damp, mould and condensation (DMC), contract price increases, and fuel price increases. - WH has measures in place to ensure the constant review and challenge on budgets, expenditure and efficiency savings supported by a number of workstreams: <ul style="list-style-type: none"> o Regular budget meetings with CWC Finance team o Requisitioner and Administration pilot o Our Future programme o Value for Money drive o Vacancy reviews o System development - digital agenda and the automation of service offer including the launch of the new customer app. - Inspection ready review underway. <p>Action: Introductory meetings with Councillor Roberts to include Project Magnus and Our Future detail.</p> <p>Resolved: Board members note the Revenue outturn position for the financial year 2022 - 2023 and the trading position on commercial activities.</p>	JH
9.0	A.O.B.	
9.1	No other items of business were raised.	

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Board Report

	Agenda Item 5
	21 September 2023 People and Organisational Development Strategy
	Open Report
Status:	For Decision
Author and job title:	Sarah Butcher, Head of Organisational Development and Staff Engagement / Emma Rolinson, Head of People
Contact No:	07773 008395 / 07964 121484
Recommendations:	Board Members are asked to approve the People and Organisational Development Strategy for Wolverhampton Homes.
Key risks and contentious issues:	The absence of a People and Organisational Development Strategy could lead to the inability to attract and retain staff and improve employee engagement and wellbeing, which in turn can have a negative impact on our customers and the wider community in which we deliver services.

Management Summary

1.0 Purpose

- 1.1 The purpose of the report is to request Board members to approve the People and Organisational Development Strategy for Wolverhampton Homes (WH).

2.0 Background

- 2.1 Wolverhampton Homes are committed to treating our people with dignity, fairness, and respect to create a working environment that is supportive, inclusive and offers personal and professional growth. The need to support and develop compassionate and inclusive leadership, to engage and inspire our workforce, to proactively support wellbeing, to adopt innovative approaches to recruitment and retention, and to maintain a focus on our culture and our customers, remain critical to the success of the company and the satisfaction of our customers. It is in this context that we present our People and Organisational Development Strategy 2023 - 2025.
- 2.2 This strategy brings together several individual strategies, including the Organisational Development strategy 2020 - 2023, the Equality, Diversity & Inclusion strategy 2021 - 2023, and the Health & Wellbeing strategy 2021 - 2023, with associated action plans to continue to drive positive improvements on our cultural change and leadership development journey.

3.0 Strategy Overview

- 3.1 Our People and Organisational Development strategy, supports the company's Our Future programme, and sets out our strategic themes and people priorities for the coming three years. This is imperative to creating a high performing, happy workforce, delivering outstanding customer service and care that aligns with the vision, mission, core values and business plan.
- 3.2 The strategy leverages the opportunities and mitigates the risks from a people and organisational development perspective, that arise from an increasingly regulated and challenging operating environment and against a backdrop of the most testing economic climate for decades.
- 3.3 WH has identified organisation-wide workforce planning risks – housing and construction related skills shortages (both current and future skills), and age profile (both the workforce coming up to retirement resulting in a loss of experience and experience levels of the remaining staff in post). To this end, we will prioritise actions in our strategy which help us to recruit, develop, and retain our future workforce.
- 3.4 This strategy is a live document in order that it can continually reflect the emerging external themes alongside the City's business plan and objectives. We remain committed to responding proactively to the Charter for Social Housing Residents, the Social Housing (Regulation) Act 2023, and the Building Safety Act 2022.
- 3.5 In shaping our People and Organisational Development strategy, we have determined the three main strategic themes that will guide our people priorities and plans:



3.6 This strategy will be delivered through prioritised and targeted 100-day people plans which will be owned by the Head of People and the Head of Organisational Development and will be aligned to the following people priorities:

<p>Priority 1 – Develop a modern future workforce: A skilled and committed workforce that connects with Wolverhampton Homes' vision and values and responds positively to the quality, safety, operational and financial obligations of the organisation, whilst always "putting customers at the heart of everything we do".</p>	<p>Priority 4 – Culture and leadership development: Leadership and management development programmes, and learning opportunities, to reinforce and sustain visions of inclusive, genuine and compassionate leadership.</p>
<p>Priority 2 – Employee health and wellbeing: Promote an environment where colleague's wellbeing is integrated into day-to-day practices – where it is at the heart of what we do.</p>	<p>Priority 5 – Employee engagement and experience: Providing opportunities for employee engagement across organisational and professional boundaries to develop a sustainable and meaningful approach to employee engagement, drive cultural change and put customers at the heart of everything we do.</p>
<p>Priority 3 – Equity, diversity and inclusion: We will create environments where all our customers and colleagues are valued, respected and where they can be their true, authentic selves.</p>	<p>Priority 6 – Learning, education, and development: The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and personal and professional development.</p>

4.0 Implementation

4.1 Through leadership and collaboration with stakeholders, we will:

- deliver strategic outcomes through effective and efficient strategic business partnering.
- understand and respond to the needs of our leaders, managers, and frontline colleagues
- engage with colleagues and partners, proactively contributing to the delivery of the complex, ever changing needs and future aspirations of the organisation regularly assess our progress in delivering the outcomes of the People & Organisational Development strategy.

- continually review and improve our service delivery across the organisation in providing proactive, pragmatic, and business-focused advice and guidance to empower and develop our leaders and managers, and our colleagues to deliver.

4.2 An annual report will be presented to Board that will set out the progress made in the delivery of the strategic outcomes. Progress will be monitored using key people and organisational development performance indicators, ensuring quality improvements in our current people related service portfolio.

4.3 Following Board's approval, and consideration of any final comments from the trade unions, a communications plan will accompany the implementation of the strategy planned for Q4.

5.0 Financial and value for money implications

5.1 Any costs associated with the detailed plans for the remainder of 2023 – 2024 will be met from existing budgets. Elements of the actions from the strategy form part of the Value for Money action plan.

6.0 Legal and regulatory implications

6.1 This strategy has been shared with the trade union colleagues for comment. There will be no change to terms of conditions or structures that will require formal consultation. The strategy takes account of the changing landscape of housing and the ongoing regulatory requirements placed on the company.

7.0 Human resources implications

7.1 Ensure all employees are aware of this strategy and have access to it through the company's intranet site. Consultation and input with staff has formed part of its development.

8.0 Health and safety implications

8.1 Wolverhampton Homes have a duty of care to do all we reasonably can to support our employees' health, safety, and wellbeing.

9.0 Equalities implications

9.1 Has an equality impact assessment been carried out? Yes

10.0 Impact on the environment and community

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

10.2 Development and awareness raising for customers is supported through the strategic plan.

11.0 Long term consequences for the company

- 11.1 WH is committed to developing an organisational culture, which values people from all sections of society and to recognise the contribution that each individual can make.
- 11.2 As a large employer in the city, WH wants to be seen as an employer of choice. Ensuring a culture of belonging is key, to attract a diversity of employees and encourage inclusivity, while retaining those staff who can identify with the company's vision, objectives, core values.

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

- 12.1 There are a number of key partners that are working in collaboration with WH to deliver this strategy.

13.0 Impact of Covid-19

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

14.0 Impact on Wolverhampton Homes' Management System

- 14.1 Will any new policy or policy updates have an impact on the management system? **Yes**
- 14.2 If yes and approved by board members, update to go on the management system by:

Date: January 2024

Officer responsible: Emma Rolinson

15.0 List of Appendices

- 15.1 Appendix 1: People and Organisational Development Strategy 2023 - 2025

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People & Organisational Development strategy

2023 - 2025



Document control

Version history: This table records the status and version history of this document or agreement.

Version	Date	Author	Version history
0.1 (Draft)	20.06.2023	Sarah Butcher & Emma Rolinson	Document creation
0.2 (Draft)	27.07.2023	Sarah Butcher & Emma Rolinson	Updates following SMT meeting 18.07.2023

RACI: This table records the person(s) involved in the creation and sign off of this document or agreement:

- **Responsible** – the person(s) with responsibility for the task or deliverable – typically hands on team members making a direct contribution.
- **Accountable** – the person(s) who ensure accountability to deadlines, make final decisions and have ultimate ownership of the task or deliverable.
- **Consulted** – the person(s) (often subject matter experts) who provide critical opinions, guidance and feedback.
- **Informed** – the person(s) who need to stay in the loop of communication throughout – they are not decision makers but should be kept up to date.

Version	Name	Role	Response	Date signed off
0.2 (Draft)	Sarah Butcher Emma Rolinson	Responsible		
	Julie Haydon	Accountable		
	Julie Haydon	Consulted		
	HR Organisational Development Marketing & Comms	Informed		

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Introduction

Wolverhampton Homes has a successful track record of delivering housing management services on behalf of the City of Wolverhampton Council. Our vision is simple ... “unlocking people’s potential through housing, skills and technology” so that we can “help people get on in life”, and we do that by living our values:



- **Working together** – We work collaboratively with our customers and colleagues. We value each other’s ideas and different skill-sets, and many hands make light work so we’re more efficient when we work together.



- **Open to new ideas** – We embrace change, look in different places, ask questions and try new things. We’re curious and we look for a better way. We won’t always find one but that’s OK because we know that ‘good enough’ isn’t the best we can be.



- **Respecting differences** – We treat others as we would like to be treated and we value open and honest conversations with customers and colleagues. We are encouraging of other views and considerate in our responses. And we know that our greatest strength comes from our differences, so together we have created a supportive environment where we can all be ourselves.



- **Delivering our promises** – We take personal responsibility for getting things done and we do what we say we will. We are committed to providing a great service to our customers and always act with integrity.

We are committed to treating our people with dignity, fairness and respect to create a working environment that is supportive, inclusive and offers personal and professional growth. The need to support and develop compassionate and inclusive leadership, to engage and inspire our workforce, to proactively support wellbeing, to adopt innovative approaches to recruitment and retention, and to maintain a focus on our culture and our customers, remain critical to our success. It is in this context that we present our People and Organisational Development Strategy 2023-2025.

Introduction (contd.)

This strategy sets out a vision to make our organisation a great place to work with a culture where our people thrive, and it provides clear aims and objectives to make this happen. This strategy is a live document and will be central in supporting the organisation's vision, mission, core values, and strategic objectives. The people priorities and key milestones set out in this strategy will inform the activities and actions in the People and Organisational Development teams' 100-day plans for the duration of this strategy.

The strategy also provides direction to our service delivery activities and employment functions in supporting us to deliver against the City of Wolverhampton Council's six strategic outcomes:

- Children and young people get the best possible start in life
- Well skilled people working in an inclusive economy
- More good jobs and investment in our city
- Better homes for all
- Strong, resilient and healthy communities
- A vibrant, green city we can all be proud of

This strategy incorporates several individual strategies, including the Organisational Development strategy 2020-2023, the Equality, Diversity & Inclusion strategy 2021-2023, and the Health & Wellbeing strategy 2021-2023, with associated action plans to continue to drive positive improvements on our cultural change and leadership development journey. It has been devised to inspire a cultural and leadership transformation by setting out our direction for collective leadership, employee engagement, employee health and wellbeing, and equity, diversity and inclusion.

We aim to be a 'great place to work' with an elite workforce, and for us to deliver on our ambitions we need to review our organisation and make positive changes to ensure that we have the capability and capacity to succeed into the future. With continual challenges in terms of recruitment and retention, we recognise that collaborative working will deliver better outcomes in this context. Through this strategy we will continue to equip and develop our workforce to deliver our services in new ways and enable service transformation.

We will measure delivery of this strategy using key people and organisational development performance indicators, ensuring quality improvements in our current people related service portfolio.

Purpose

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We are committed to having a diverse and talented workforce that is confident and capable to deliver an excellent service to our customers. To this end, this strategy introduces our people commitments which set out what our people can expect from their leaders and from each other. It focuses on how we must all continue to live our values, look out for each other and foster a culture of inclusion and belonging, as well as taking action to grow and develop our workforce, train our people well, and work together differently to deliver excellent customer-focused services.

Covid has changed the ways in which people view the world; from the way we see ourselves, our communities, and the environment around us. There is a much greater consumer focus on: my home, feeling safe, advice and knowledge, opportunities for value for money and saving money, being local and a sense of “my community”. Digital engagement with customers now has an increased focus, but there is also a need to maintain relationships centred on empathy, understanding, and knowing there’s someone to talk to when residents are worried.

Page 20 The most important factor in improving customer experience (CX) is the voice of the customer; does the customer have genuine opportunity to provide input and shape our services within the context of our purpose? Getting the customer experience right is critical; transactional service measures like right first time, doing what we say we will do, complaint handling, and the timeliness of our communications and processes is key to good CX.

A customer’s experience with an organisation is only as good as an employee’s experience. Many customer-centric organisations have found CX success by putting employees first and often this reflects how the organisation's employees feel about their work - satisfied and supported employees are more likely to enable positive customer experiences.

To this end, this strategy includes specific people commitments around:

- Looking after our people – with quality health and wellbeing support for everyone
- Belonging to Wolverhampton Homes – with a particular focus on ensuring equity and inclusion and tackling discrimination
- New ways of working – making effective use of the full range of our people’s skills and experience and developing our own future talent
- Growing for the future – how we recruit and retain our people, and welcome back colleagues who want to return

Our Values and Behaviours Framework is central to our people priorities. It has been developed to help embed our core values by defining ‘**how**’ we approach our work and working relationships. These expected behaviours demonstrate the attitude and approach we should bring to our work and sit alongside the ‘**what**’ we do. The Framework will be integrated into all our people and performance management practices. It will help us to talk about our aspirations, express how we would like to develop, and celebrate our achievements. The behavioural indicators may also be used to set goals and targets for improved performance through improved behaviour.



People & Organisational Development strategy

Our People and Organisational Development strategy, aligned with the company's Our Future programme set out our strategic themes and people priorities for the next three years, all of which we know to be imperative to creating a high performing, happy workforce, and to the delivery of outstanding customer service and care in accordance with our vision, mission, core values and business plan.

The strategy leverages the opportunities and mitigates the risks from a people and organisational development perspective, that arise from an increasingly regulated and challenging operating environment and against a backdrop of the most testing economic climate for decades.

We have identified organisation-wide workforce planning risks – housing and construction related skills shortages (both current and future skills), and age profile (both the workforce coming up to retirement resulting in a loss of experience and experience levels of the remaining staff in post). To this end, we will prioritise actions in our strategy which help us to recruit, develop, and retain our future workforce.

This strategy is a live document in order that it can continually reflect the emerging external themes alongside the City's business plan and internal objectives. We remain committed to responding proactively to the Charter for Social Housing Residents, the Social Housing (Regulation) Act, and the national Building Safety Act.

Nurturing an organisational culture consistent with our shared values and behaviours will be an essential feature of the lifespan of this strategy which is imperative to the long-term sustainability and success of Wolverhampton Homes. It provides the foundation to take the organisation to the next level through the strategic people themes that have been identified:

- Living our Values
- Maximising organisational capability
- Delivering excellent employee experience.

We will:

- Co-design improvements with our people, trade union colleagues, senior management teams and the Wolverhampton Homes' Board
- Review what our customers and staff tell us through our complaints and compliments trends, and our organisation-wide motivational map
- Factor in the need for strengthening our partnership working with local community groups and local schools
- Continually review progress throughout the duration of this strategy as a way of keeping an alignment between our strategic people and business outcomes.

Our shared commitment

This visual sets out the principal responsibilities of colleagues, managers and the organisation in working together.

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WH will...

- Involve you in setting strategy, goals and objectives
- Help you understand how your role contributes to achieving this
- Treat you with respect and courtesy
- Promote and celebrate equity, diversity, and inclusion
- Provide constructive and effective performance and development frameworks
- Engage you in dialogue on an ongoing basis and listen to all views without repercussions
- Acknowledge and recognise your achievements
- Actively design, refresh and promote health, wellbeing and safety policies
- Provide access to information and appropriate support
- Ensure workloads are reasonable and achievable
- Create varied opportunities for learning and development
- Conduct a full induction when you join us

Colleagues will...

- Contribute to setting goals and objectives
- Be clear on your role and contribution to the team and WH
- Understand our core values and model them in how you behave
- Take responsibility for your performance and development
- Keep yourself updated on matters relating to your role
- Ask for (and expect) help when you need it
- Seek to raise and resolve issues and challenges constructively and promptly, always looking for solutions
- Proactively seek out ways to change and improve the organisation for the better
- Keep your manager informed of progress and problems
- Take advantage of learning and development
- Respect health, safety, and wellbeing policies
- Promote your own health and wellbeing and use your leave entitlement
- Support your colleagues and show consideration for others with different working styles and patterns
- Be aware of and always maintain confidentiality where appropriate

Managers will...

- Role model our values and behaviours
- Talk to you regularly about goals and objectives, progress and areas for improvement and agree SMART objectives with you that help balance workload and recognise wellbeing considerations
- Provide clarity on 'ways of working' within the team, and include you in decision making
- Celebrate your successes and communicate the team's progress with you
- Raise issues proactively and constructively and support you to resolve them, addressing conflict where it may arise
- Be available to discuss your development needs and support you to create a career development plan, putting you forward for development opportunities when appropriate
- Support you following training to apply what you have learned back in the workplace
- Engage you in regular dialogue and listen openly and without judgement to your feedback and ideas for improvement

Strategic themes

In shaping our People and Organisational Development strategy, we have determined the three main strategic themes that will guide our people priorities and plans.

Living our Values

Working collectively towards a common purpose in a values-led environment, creating an enabling and engaging culture; inspiring innovation and excellence; and promoting wellbeing throughout the organisation.

Living our Values:

- Shared values
- An engaging and enabling culture
- Authentic and adaptive leadership
- Collaborating to deliver

Maximising organisational capability

OD and leadership development solutions suitably designed to fulfil future organisation and service capability needs. Individuals & teams are clear about roles, relationships, reporting, professional standards & channel energies to maximise performance to meet priorities and KPIs.

Maximising organisational capability:

- Attracting & developing talent
- Service excellence – digital first
- Embracing change & agility
- Competitively positioned & connected

Employee experience

An inclusive, diverse and respectful working culture, competitive and transparent benefits, opportunities to develop, maximise potential and to contribute, leading to an excellent employee experience for everyone.

Employee experience:

- Embracing diversity & respecting difference
- Promoting wellbeing
- Compelling 'Employee Value Proposition'
- Enabling development & opportunity

People priorities

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This strategy will be delivered through prioritised and targeted 100-day people plans which will be owned by the Head of People and the Head of Organisational Development and will be aligned to the following people priorities:

Priority 1 – Develop a modern future workforce:

A skilled and committed workforce that connects with Wolverhampton Homes' vision and values and responds positively to the quality, safety, operational and financial obligations of the organisation, whilst always "putting customers at the heart of everything we do".

Priority 2 – Employee health and wellbeing:

Promote an environment where colleague's wellbeing is integrated into day-to-day practices – where it is at the heart of what we do.

Priority 3 – Equity, diversity and inclusion:

We will create environments where all our customers and colleagues are valued, respected and where they can be their true, authentic selves.

Priority 4 – Culture and leadership development:

Leadership and management development programmes, and learning opportunities, to reinforce and sustain visions of inclusive, genuine and compassionate leadership.

Priority 5 – Employee engagement and experience:

Providing opportunities for employee engagement across organisational and professional boundaries to develop a sustainable and meaningful approach to employee engagement, drive cultural change and put customers at the heart of everything we do.

Priority 6 – Learning, education, and development:

The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and personal and professional development.

Our service proposition

We will lead and collaborate with our stakeholders in delivering strategic outcomes through effective and efficient strategic business partnering. We will understand and respond to the needs of our leaders, managers and frontline colleagues. We will engage with colleagues and partners, proactively contributing to the delivery of the complex, ever changing needs and future aspirations of the organisation.

We will regularly assess our progress in delivering the outcomes of the People & Organisational Development strategy. We will continually review and improve our service delivery across the organisation in providing proactive, pragmatic and business-focused advice and guidance to empower and develop our leaders and managers, and our colleagues to deliver.

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Our commitment to you

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We are diplomatic, discreet and operate with highest standards of professional conduct.

We are proactive, forward thinking and future focused, horizon scanning to ensure currency of advice and support.

We provide (legally compliant) pragmatic advice and support driven by strategic priorities and prevailing business needs.

We empower others to make informed decisions based on accurate and real time information aligned with strategic deliverables.

Our future key performance indicators

1. Customer metrics

An overall internal satisfaction measure including e.g., eNPS.

2. Process metrics

Measures of the efficiency and effectiveness of P&OD systems and processes, e.g., recruitment process, new start process, etc.

3. Talent metrics

Assessment of the effectiveness of our talent and succession planning / promotion performance / development / inclusion.

4. Financial metrics

Quantifying the cost of P&OD processes and programmes e.g., improvements in value as a consequence of spend.

5. Project metrics

Assessment of P&OD's delivery against key strategic initiatives e.g., delivery to time, cost and quality measures.

Strategic outcome measures

It is important to identify and quantify strategic outcome measures, towards which all of the activity described in this strategy shall contribute. In order to measure our success in delivering our six strategic people priorities, we aim to monitor our performance against the following measures:

Priority 1: Develop a modern workforce

Outcome: A skilled and committed workforce that connects with Wolverhampton Homes' vision and values and responds positively to the quality, safety, operational and financial obligations of the organisation, whilst always "putting customers at the heart of everything we do".

Impact:

- Staff turnover rate of 10% or below
- Vacancy rate of 3.5% or below
- Staff sickness at 4% or below

Priority 2: Employee health and wellbeing

Outcome: Promote an environment where colleague's wellbeing is integrated into day-to-day practices – where it is at the heart of what we do.

Impact:

- Staff report improved health and wellbeing experience from 2023 baseline with a target of 90% by 2025
- Active health and wellbeing calendar and take-up rate for events, activities, and initiatives
- Staff sickness at 4% or below

Priority 3: Equity, diversity and inclusion

Outcome: We will create environments where all our customers and colleagues are valued, respected and where they can be their true, authentic selves.

Impact:

- A representative workforce across the protected characteristics of the Equality Act 2010 at all levels by 2023/24.
- Demonstrable annual improvement in Gender and Ethnic Pay Gap.
- Number of grievances relating to a protected characteristic.

Strategic outcome measures (contd.)

#GOODTOGREAT

Priority 4: Culture and leadership development

Outcome: Leadership and management development programmes and learning opportunities to reinforce and sustain visions of inclusive, genuine, and compassionate leadership.

Impact:

- Team motivational maps show an annual increase in team PMA scores of 10% or above
- High impact, accredited leadership and management development programmes available at all levels
- Development opportunities available for those who aspire to step into leadership and management roles

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Priority 3: Employee engagement and experience

Outcome: Providing opportunities for employee engagement across organisational and professional boundaries to develop a sustainable and meaningful approach to employee engagement and experience, and our customers at the heart of everything we do.

Impact:

- Improve Organisation-wide motivational map PMA score from 2023 baseline to x% by 2025
- Active Employee voice network and targeted, meaningful communications and interventions
- Improve Employee net promoter score from 2023 baseline to x by 2025.

Priority 6: Learning, education and development

Outcome: The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and development.

Impact:

- Achieve 90% core mandatory training compliance by Q4 2023/24
- Achieve a minimum of 90% one-to-ones and personal development plan compliance by Q4 2023/24
- Engagement rate and self-directed learning with My Learning Hub does not decrease with the upgrade to the LXP, and is maintained thereafter

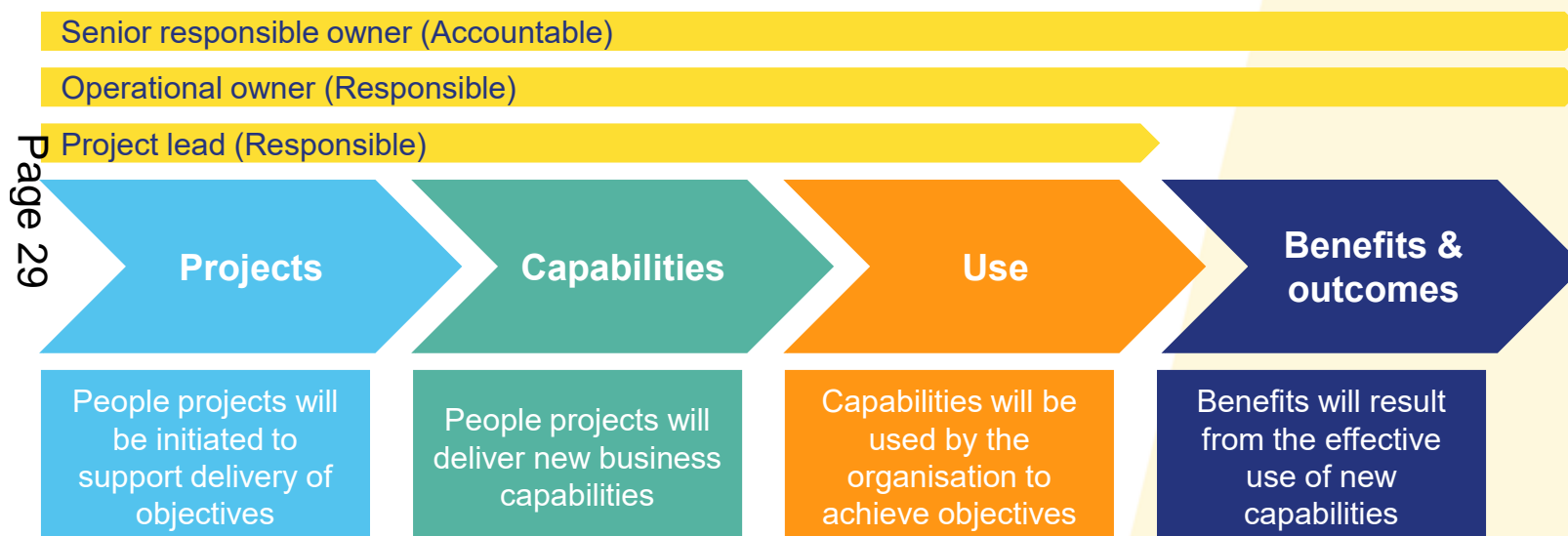
In Appendix 1 we describe these people priorities in more detail, set out key areas of action, and the milestones we aim to achieve over the course of this strategy.



Governing our delivery

The People and Organisational Development strategy will be operationalised through the delivery and utilisation of new and improved business capabilities.

These capabilities will result from the implementation of people-focused programmes and projects delivered via the HR and OD teams' 100-day plans. Each programme and project in the 100-day plans will have senior responsible owners who are accountable for securing resources and benefits realisation; operational owners who are responsible for the implementation of required business change and benefits realisation; and project leads who are responsible for the delivery of business capabilities that will enable the achievement of planned benefits.



Established programme and project management methodologies will be used to manage delivery within the organisation's corporate governance framework to ensure that stakeholders are engaged, and resources are deployed efficiently and effectively in the pursuit of planned benefits.

The Senior Management Team (SMT) has overseen the development of the strategy and will oversee delivery of its objectives on behalf of the Board. They will also oversee the realisation of productivity and efficiency benefits as objectives of the organisation's Financial Strategy.

The People & Organisational Development Detailed Plans will be reviewed across all six strategic people priorities on a quarterly basis from Q4 2023/24, with the strategy itself being reviewed on an annual basis for its lifespan. Regular reports will be produced to demonstrate how the strategy's key milestones are being met, including quarterly updates to SMT and annual reports to the Board.

Appendix 1



People priority 1 – Develop a modern workforce

#GOODTOGREAT

Develop a modern future workforce: A skilled and committed workforce that connects with Wolverhampton Homes' vision and values and responds positively to the quality, safety, operational and financial obligations of the organisation, whilst always “putting customers at the heart of everything we do”.

Key milestones:

- Continue to review workforce plans to ensure we have actions to mitigate our workforce risks.
- Support our workforce through the Our Future transformation programme.
- Continue to review and modernise our recruitment process and delivery of any associated recruitment KPI's, including a move towards values-based talent attraction, recruitment and selection.
- Work collectively across the organisation and with partners to ensure we have the right workforce in the right place, increasing recruitment and retention.
- Ensure our HR policies and employment practices; placing our people at the centre, are responsive to support the delivery of WH business plan.

People priority 2 – Employee health and wellbeing (H&WB)

#GOODTOGREAT

Employee health and wellbeing: Promote an environment where colleague's wellbeing is integrated into day-to-day practices – where it is at the heart of what we do.

Key milestones:

- Produce a H&WB calendar and encourage employees to participate in the initiatives on offer and take responsibility for their own health and well-being, inside and outside of work as well.
- Seek employee feedback on existing initiatives and when planning new ones through Equality Champions forum meetings.
- Assess colleagues' wellbeing through pulse surveys and regular wellbeing checks.
- Implement new Occupational Health (OH) Service and establish a range of KPI' by Q4 2023/24.
- Ensure that there is a H&WB suite of topics and interventions as part of the Learning pathways deliverable in Priority 6 – Learning, education and development.
- Target H&WB interventions and support to service areas in most need to aid sickness absence target of 4% by Q4 2023/24.
- Enhanced (or improved) Employee Relations Case management system in place linking line managers with HR, OH and other H&WB support as needed by Q4 2023/24.
- Measure uptake of H&WB campaigns from employees including counselling and physiotherapy services, wellbeing MOT's and events.

People priority 3 – Equity, diversity and inclusion

#GOODTOGREAT

Equity, diversity and inclusion: We will create environments where all our customers and colleagues are valued, respected and where they can be their true, authentic selves.

Key milestones:

- Analyse customer data regularly to help identify and understand the needs of our customers and reimagine services to best support them, ensuring alignment to the psychographic customer segmentation work being undertaken.
- A representative workforce across the protected characteristics of the Equality Act 2010 at all levels by 2023/24.
- Annual increase in membership and attendance to staff Equality Networks.
- Demonstrable annual improvement in gender and ethnicity pay gap.
- Increase the profiles of women and employees from an ethnic group in senior posts.
- Number of customers and communities helped through the community chest fund.
- Equality Impact Assessments routinely undertaken/completed across all areas of WH business – where relevant and results published each quarter.
- Structures in place to engage with, and inform, third sector and community sector organisations on WH services, it's good to great journey and its performance.
- Develop customer satisfaction scrutiny groups that are representative of our communities.
- Continue to mark and celebrate key dates & events.

People priority 4 – Culture and leadership development

#GOODTOGREAT

Culture and leadership development: Leadership and management development programmes, and learning opportunities, to reinforce and sustain visions of inclusive, genuine and compassionate leadership.

Key milestones:

- Launch our Values & Behaviours Framework supported by a Values and CIH Professional Standards integration programme, with quarterly staff evaluation from Q3 2023/24.
- Continue to support supervisors, team leaders, managers, and senior managers through tailored training programmes, interventions and resources.
- Make available an Introduction to Line Management programme, Action Learning Set networks, and a suite of Manager Essentials learning solutions.
- Implement leadership labs and career clinics to support and develop our people, helping them to navigate pathways to key roles.
- Deliver a suite of people-based key performance indicators (KPIs) to our managers by Q4 2023/24.

People priority 5 – Employee engagement and experience

#GOODTOGREAT

Employee engagement and experience: Providing opportunities for employee engagement across organisational and professional boundaries to develop a sustainable and meaningful approach to employee engagement, drive cultural change and put customers at the heart of everything we do.

Key milestones:

- Conduct an organisation-wide motivational mapping project commencing Q2 2023/24.
- Produce and debrief team motivational maps across all Heads of Service areas, using a RACI matrix to make people accountable for tangible actions.
- Identify employee segments based on 'why' our people behave in a certain way and determine how our employment offer, reward and recognition, and ways of working satisfy the needs of each segment.
- Create a new Employee voice network, with a refreshed terms of reference, to create and support targeted messaging, communications and engagement across the organisation.
- Deliver engagement sessions specifically tailored to respond to areas of improvement identified in the motivational maps and tailor the product or service to meet the needs of colleagues.
- Embed our No Offence learning pathway and Values & Behaviours Framework to promote a positive, inclusive culture and tackle violence, aggression, bullying, discrimination and harassment
- Track other known indicators of poor employee engagement and experience for the duration of this strategy:
 - Sickness absence
 - Work-related stress as an absence reason
 - Staff attrition / retention
 - Internal moves / promotions
 - Formal instances of Managing Individual Performance
 - Grievances

People priority 6 – Learning, education, and development

#GOODTOGREAT

Learning, education, and development: The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and personal and professional development.


Key milestones:

- Devise a learning, education, and development offer informed by workforce planning requirements, learning needs analysis, motivational map and employee engagement feedback, the six priorities in this strategy, and legal and regulatory changes.
- Embrace technology to create a 21st century workforce by upgrading our learning management system (LMS) to a learning experience platform (LXP).
- Achieve target of 90% core mandatory training compliance across all directorates.
- Provide clear career pathways from entry level roles to Heads of Service supported by career clinics, the mentoring programme, and a career coaching service.
- Drive pathways in housing careers such as apprenticeships, work experience, student internships, graduate development programmes.
- Integrate education and training in directorate training and skills matrices, and people plans, to build capability and ensure compliance with the Social Housing (Regulation) Bill regarding professional Housing qualifications for managers, and the competence and conduct standards which will apply to all staff delivering housing management services.



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Board Report

	Agenda Item 6
	<p>21 September 2023 Revenue Forecast for 2023 - 2024 as at 31 July 2023</p>
	Open Report
Status:	For Information
Author and job title:	Jo McCoy – Finance Business Partner, City of Wolverhampton Council
Contact No:	01902 554415
Recommendations:	Board members are asked to note the Revenue outturn forecast for 2023 - 2024.
Key risks and contentious issues:	<p>The Management Fee payable by the council for HRA services in 2023 - 2024 is £45 million.</p> <p>The budget for 2023-2024 was balanced with a planned / forecast contribution from reserves of £1.0 million.</p> <p>The forecast to date incorporates July 2023 to enable the Board to have the most up to date information available. The forecast is for an overspend against the budget of around £1.2 million. Without any additional income this would result in a total reserves contribution of £2.2 million.</p> <p>The current reserves position as at 31 March 2023 was £3.2 million, thus leaving reserves of £1.0 million at 31 March 2024 is not sustainable and would make management of cashflow challenging.</p> <p>In addition, there may be significant risks in the budget position from both inflation and demand for services, and as it is early in the year the position is likely to change.</p>

	<p>Discussions regarding the management fee are due to take place in October and an update will be given in due course.</p>
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Management Summary

1.0 Purpose

1.1 This report is to inform the Board of the revenue outturn forecast position for 2023-2024 as at 31 July 2023.

2.0 Revenue Forecast 2023-2024

2.1 The budget was set for 2023-2024, with a forecast £1 million contribution from reserves to balance the budget. The Management Fee from the council for delivery of HRA services is £45 million. This included a 6% increase and funding for two additional Money Smart posts and the management of Peter Bilson House.

2.2 The company has benefited from a reduction in pension contributions of £1.1 million in 2023-2024 but there were considerable cost pressures from cost of living pay awards, inflation, energy costs and demand for services which resulted in a £1 million budget shortfall requiring the £1 million contribution from reserves.

2.3 These pressures continue and the forecast budget position at 31 July 2023 is for a forecast £1.2 million overspend against budget. The position is summarised below in Table 1.

Table 1 – Summary Forecast Outturn for 2023-2024 at (including forecast pay award)

	2023-2024 Budget £000	2023-2024 Forecast £000	2023-2024 Variance £000
Expenditure			
Employees	31,082	30,394	(688)
Non-Pay Costs	26,010	27,571	1,561
Total Expenditure	57,092	57,965	873
Income			
Management Fee	(45,000)	(45,000)	-
Trading Income	(8,943)	(8,914)	29
Other Income	(2,149)	(1,861)	288
Total Income	(56,092)	(55,775)	317
Net Budget position	1,000	2,190	1,190

2.4 The employee budget is forecast to underspend by around £688,000. The budget includes £1.6 million to fund pay award assumptions, based on the offer from the Local Government employers and equates to an increase across the board of 6%. The budget also includes a vacancy factor of 3%. The underspend is due to timing of recruiting to the vacant posts, where recruitment was ongoing or planned for the coming in year period, when the budget was approved in March 2023.

2.5 The budget continues to experience pressure on repairs and maintenance with costs forecast to be higher than budget - by around £1.6 million. This is due to a combination of increases to materials and contractor costs. The response repairs non pay budgets have increased by £1.5 million to £5.6 million since the 2022-2023 budget was approved, and the forecast for 2023-2024 is for expenditure of around £7.0 million. There is also a forecast budget pressure of £160,000 against the grounds maintenance contract.

2.6 Demand for response repairs continues to grow, in both numbers of service requests arising from customers through improved access and promotion of services and increasing scope and cost of undertaking works. Budget forecasts, reviewed by the Director of Property, and the City of Wolverhampton Council's Finance team, project the 2023 - 2024 repairs liability to be circa £13.5million, a further 6% increase on 2022/23 outturn of £12.7million. Costs associated with undertaking repairs, including Damp, Mould & Condensation (DMC), have risen by 53% since the pre-Covid-19 period. The continued impact of DMC along with the latest guidance from the Regulator of Social Housing is being closely monitored but is likely to need a further increase in resources during Q3 and Q4.

While 'routine' 28-day repairs have remained comparatively stable over the past four years, the number of same day 'emergency' has increased by approximately 50%, largely due to an increase in customers stating a vulnerability. Furthermore, disrepair claims have increased from circa 50 per annum to around 300 through a proactive approach by claims management companies. Activity with higher cost liability, includes 'planned' repairs that have increased by 50% in numbers: 7,529 during 2019 – 2020 to 11,000 projected for 2023 – 2024, with average costs also increasing by circa 20% due to work scope and inflation.

2.7 Income budgets are forecast to be £317,000 under target, which are all offset by expenditure reductions within the services, with minimal impact on the overall bottom line. This includes £76,000 grant for Click Start where the project has ended and is offset by salaries saving and Private Sector Leasing rental income of £64,000 where the leases with the owners have ended.

2.8 Tables that illustrates the budget position by Income and Expenditure and by Service are shown at Appendix 1 and 2.

3.0 Commercial Activities

3.1 The company is continuing with commercial income generation only where it complements the activity of in-house teams in core housing management and maintenance activity.

3.2 The Asbestos team has been providing services to external organisations since before the existence of WH and continues to generate income of between £400,000 and £600,000 per year, which sustains the in-house team and supports the costs of

maintaining the Asbestos license. In 2022-2023 external activity contributed a net profit of £22,000 and similar profit levels are expected in 2023-2024.

- 3.3 The 19 owned properties will generate £165,000 of rental income in line with the budget and are only expected to incur minimal repairs costs and costs of annual checks. Rent collection services to Help to Own generate £61,000 income per year in return for around the equivalent of 0.2 FTE of staff time and therefore contribute at least £40,000 of net profit.
- 3.4 Private Sector leasing activity has significantly reduced and is expected to have ceased completely by the end of the financial year. A one-off net loss of around £20,000 is forecast which will be offset by the income generated as detailed above.

4.0 Mitigating circumstances

- 4.1 WH continue to apply a value for money approach, through a number of actions including:
- Improved productivity
 - Holding sub-contractors to account
 - Improved housekeeping
 - Review of non-essential spend
 - Introduction of digital platforms
 - Streamlining end to end customer journeys
 - Establishment management for all vacancies – addressing key business critical areas

5.0 Summary of Financial Position

- 5.1 The position at Quarter 1 is of an overall overspend against the budget for 2023-2024 of £1.2 million. This is due to continued pressure on repairs and maintenance budgets.
- 5.2 The forecast overspend for the year and the budgeted £1.0 million contribution from reserves, along with the detailed overspend would decrease the total reserves to around £1.0 million at 31 March 2024. This leaves little funding available for one off investment and makes cashflow management a challenge. Without more resources or a reduction of services the financial position is not be sustainable longer term.
- 5.3 The financial position forms part of regular review and interrogation via the CWC Financial Issues Group and as such, where there are additional pressures identified, formal funding requests form part of the meeting agenda. Wolverhampton Homes continue to work closely with CWC Finance and are currently formulating a request for additional funding to increase the Management Fee, due to the ongoing inflationary pressures.

6.0 Financial and value for money implications

- 6.1 Wolverhampton Homes has a long-term record of effective budgetary control; however, the current economic environment and labour shortages is making this more and more challenging.
- 6.2 Wolverhampton Homes conducts regular review of Value for Money action plan – see Appendix 1.

7.0 Legal and regulatory implications

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

8.0 Health and safety implications

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

9.0 Human resources implications

- 9.1 There are no proposals within this report with human resources implications.

10.0 Equalities implications

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

11.0 Impact on the environment and community

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

12.0 Long term consequences for the company

- 12.1 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.

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

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

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 Appendices

- 15.1 Appendix 1 – Value for Money action plan

Appendix 1: Value for Money action plan 2023 - 2024

No.	Action	Aim	When	Business Area (s)	Proposed activity	Progress update
1.	Maintain compliance with Regulatory Standards	<ul style="list-style-type: none"> Meet the requirements placed upon the company, from a current and emerging regulatory perspective. 	Annual	Cross cutting	<ul style="list-style-type: none"> Review company-wide activity against the requirement of the consumer standards. Deliver fire risk assessment actions in line with the actions identified for multi-story properties and set out a plan for any necessary remedial actions. Develop tenant engagement activities to support tenants understanding of the regulation and what it means for them. Regular review of contract management with all partners. 	<ul style="list-style-type: none"> Consumer Standards project in place to action Savills review outcomes – regular meetings take place with service leads providing regular updates. Contract for Grounds Maintenance under review with planned new contract in place during Q3 – picking up on contract monitoring, meetings to ensure H&S implications are appropriately managed, EDI and VfM is understood. Regular reporting to CWC and to Board. Inclusion of staff from housing strategy team.
2.	Drive VfM throughout the delivery of the 4-year Business Plan 2019 - 2023	<ul style="list-style-type: none"> Enhance our community and customer focus. Provide safe and secure homes. Support people to sustain their tenancies and homes. 	Quarterly	Cross cutting	<ul style="list-style-type: none"> Regular review of financial position to identify potential efficiencies and spend. Budget forecast monitoring is undertaken on a monthly basis to inform and mitigate financial pressures where possible. Medium Term Financial Planning (MTFP) - across all areas of the business which will be reviewed annually in line with the Business Plan and associated annual delivery plans. 	<ul style="list-style-type: none"> Forecasting and budget meetings take place between WH SMT and CWC Finance. Fortnightly meetings taking place with CWC Finance and SMT. Annual reporting to Board on Medium term financial planning. Budget for 2023 - 2024 signed off at March 2023 Board meeting. Regular financial reporting to Board on forecasts and outturn. Quarterly CWC Financial Issues Group meetings.
3.	Create a better understanding of budget management and Value for Money culture throughout the company	<ul style="list-style-type: none"> Demonstrate the positive impact our services have on our customers. 	Annually	Cross cutting	<ul style="list-style-type: none"> Customer Experience update reported quarterly to Board and Communities and Service Delivery Committee – detailing any efficiencies made / invest to save. Promoting and embedding a VfM culture by: <ul style="list-style-type: none"> VfM training and awareness included in the Organisational Development Strategy. Delivering a high level of customer experience and working with customers to ensure their understanding in 	<ul style="list-style-type: none"> Value for Money action plan – quarterly updates to Board. Customer journey mapping overlaid with streamlining of processes is underway across the business. Centralisation of Requisitioner and Administration function – pilot ongoing – scheduled to be in place by end of the financial year. Continual review of processes to automate where possible to reduce transactional costs.

Appendix 1: Value for Money action plan 2023 - 2024

					<p>how value for money gains are realised.</p> <ul style="list-style-type: none"> ○ Using Customer insight and feedback to improve service delivery efficiencies. 	<ul style="list-style-type: none"> ● Process review to establish WH debt management recovery. ● Customer app - completed user testing - Q3 go live.
4.	Monitor Value for Money via the Senior Management team (SMT)	<ul style="list-style-type: none"> ● Demonstrate the progress and delivery value to the customers benefit. 	Quarterly	Corporate Services	<ul style="list-style-type: none"> ● Change Management approach introduced. ● Project management in place. 	<ul style="list-style-type: none"> ● Finance agenda item on SMT to review forecasting, spend analysis and efficiency planning. ● Financial impact included in performance exception reports – shared through the CWC Financial Issues Group. ● Budget management sessions take place annually - budget holders completing planning and forecasting monthly. ● Requisitioner process automated and centralised.
5.	Maximise value through procurement with a focus in the city	<ul style="list-style-type: none"> ● Deliver service improvements where appropriate, via all available mechanisms, to obtain VfM from spending on goods, works and services. ● Maximising social value through procurement to the benefit of customers and local communities. ● Maintain a contract register to enable the company to demonstrate that legislative requirements have been met. 	Annually	Cross cutting	<ul style="list-style-type: none"> ● CSR - Partners and Contractors. Wolverhampton Homes develops partnerships with community groups supporting the priorities of CWC. ● Partnerships will only be entered into where the aims and objectives are clear and can be linked to the business plan, and where the company is satisfied that joining the partnership is the best way of meeting its wider objectives and associated efficiency targets. ● Our partners and contractors are briefed on how the company is approaching VfM and how they can contribute to this strategy where appropriate. 	<ul style="list-style-type: none"> ● Our Future review ongoing with efficiency approach to new ways of working and system development. ● Corporate Social Responsibility strategy in place and shared with the community. ● Work ongoing with Strategic Construction partners to positively contribute to community initiatives. ● WH Corporate Contract Register in place and regularly reviewed. ● WH actively support the outcomes arising from the Centre for Local Economic Strategies (CLES) as part of contributing to the Wolverhampton Pound – involvement ongoing. ● Wolverhampton Homes and CWC reviewing procurement strategy.
6.	Measure the Return on Assets	<ul style="list-style-type: none"> ● WH plans to invest and build additional capacity into its stock investment and asset planning service during the life of the 4-year Business Plan 2019 - 2023. 	Quarterly	Cross cutting	<ul style="list-style-type: none"> ● The use of direct resources to achieve the right balance between frontline services, maintaining existing assets and providing new homes. 	<ul style="list-style-type: none"> ● Accommodation review completed. ● Our Future – field / fixed / flexi job role status under review with plans in place to introduce

Appendix 1: Value for Money action plan 2023 - 2024

					<ul style="list-style-type: none"> Optimise the future return of WH assets. 	<p>a tiered approach to customer right first time.</p> <ul style="list-style-type: none"> System development regulatory reviews current systems and new systems, to meet regulatory requirements i.e. stock data condition surveys.
7.	Understand value, optimise efficiencies, and use resources effectively	<ul style="list-style-type: none"> Embed a culture across the business where our people drive the delivery of VfM across the business 	Quarterly	Cross cutting	<ul style="list-style-type: none"> A secure operating model based on sustainable finances to include a provision for stress testing of each directorate service area. Quarterly review of establishment, vacant posts, and salary implications. Continual identification of new ways of working and service delivery. Driving the digital agenda across the organisation to identify potential efficiencies and/or savings. Implementation of a full Performance Management Framework – detailing how performance will be managed across the business – including internal audits, management meetings, one to one’s and regular team performance meetings. 	<ul style="list-style-type: none"> Finance meetings between CWC and WH take place to scrutinise budgets and forecasting – includes budget holders and senior officers. Quarterly attendance at CWC Financial Issues Group. Consideration of cost efficiencies in the delivery of the Our Future programme. Review of service delivery model to ensure a balanced and mixed economy of inhouse and subcontract labour to maximise productivity. Scrutiny of contract management to ensure efficiencies in processes and operational activity. TPGo – app used with external stores provider by all trades staff to ensure better management of stock and equipment. Vacancy management balanced by review of each role (digital agenda / new ways of working). ILM Accredited training delivered to all line managers to increase knowledge, awareness and skills around people management and the introduction of four new people management policies. Delivery of bite-size learning and other learning opportunities through the My Learning Hub. Development of internal L&D team and other subject matter

Appendix 1: Value for Money action plan 2023 - 2024


						<p>experts across the business – this supports internal growth and less reliance on external providers.</p> <ul style="list-style-type: none"> • Introduction of revised Induction process. • Development of training matrix to identify skills gaps – review to commence with Property Services.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 48</p>	<p>8. Include a specific VfM section in all future key business initiatives</p>	<ul style="list-style-type: none"> • Our VfM approach drives service improvements and enhances the customer journey. 	<p>N/A</p>	<p>Cross cutting</p>	<ul style="list-style-type: none"> • IT Strategy: <ul style="list-style-type: none"> ○ IT developments and enhancements to improve customer self-serve options and to ensure staff have the right information and tools to deliver high level customer service. ○ Using IT as a way to ‘invest to save’ with a view to performance improvement and efficiency savings. • Data management: <ul style="list-style-type: none"> ○ Continually improve process and data management that improve the customer journey. ○ Use data intelligence to inform service improvements. • Innovation: <ul style="list-style-type: none"> ○ Innovation workshops completed. ○ Performance Framework review. • Customer Satisfaction: <ul style="list-style-type: none"> ○ Drive satisfaction figures to continually assess the impact that recent improvements / challenges have had on our customers’ views of the organisation. ○ Comply with regulation regarding Tenant Satisfaction Measures. 	<ul style="list-style-type: none"> • Value for Money implications considered in decision making process. • Data review commenced – working in collaboration with the City of Wolverhampton’s Data and Strategy team to realise benefits from cross working and data collection / management. • System development roadmap developed and regularly reviewed at SMT / SLT. • Customer App due to go live by Q3 to increase self-serve options and reduce transactional costs. • TSMs collected via CWC and reviewed quarterly with relevant recommendations understood and actioned. • Survey completed to better understand the needs, attitudes and behaviours of customers – workshops taking place through to early 2024 – with regular review at SMT to understand where best to utilise the data. • Recruitment to the Customer Panel with a planned induction date in Q2 – link to the city’s Resident Insight strategy ensuring customer voice and involvement in service, policy and strategy design and implementation.

Appendix 1: Value for Money action plan 2023 - 2024

9.	Monitoring and review of Value for Money action plan	<ul style="list-style-type: none"> Action plan to be developed to monitor progress against the strategy. 	Quarterly	Corporate Services	<ul style="list-style-type: none"> Action plan developed to monitor progress against the strategy. 	<ul style="list-style-type: none"> Value for Money action plan in place reviewed regularly by SMT. Quarterly reporting to Board and CWC Financial Issues Group.
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Board Report

	Agenda Item 7
	<p>21 September 2023 Capital Programme Delivery update - Quarter 1, 2023 - 2024</p>
	Open Report
Status:	For Information
Author and job title:	Simon Bamfield, Head of Assets and Stock Investment
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Recommendations:	Board Members are asked to note the performance achieved and the financial position of the delivery of the Housing Revenue Account (HRA) Capital Programme.
Key risks and contentious issues:	<p>Construction activity, particularly in high-risk buildings, has never been more acutely regulated. The HRA Capital Programme must ensure the work it delivers meets all of the current and proposed legal standards such as the Building Regulations, and the Building Safety Act and the plethora of supporting legislation.</p> <p>Consequently, there is significant time and resource allocated to the design process, to ensure issues are identified and compliant solutions found prior to the construction phase.</p> <p>Additionally, there is a substantial amount of time and effort invested in appointing specialist contractors and material suppliers, with sufficient knowledge and experience to achieve the required competency standards. This is supported by ensuring that higher-risk activities (such as the installation of fire safety features), are delivered by third-party accredited specialists.</p>

Management Summary

1.0 Purpose

- 1.1 To confirm to members of the Board the progress attained with the delivery of the capital programme, and the level of expenditure achieved during the first quarter of the financial year 2023 - 2024.

2.0 Background

- 2.1 The Housing Revenue Account (HRA) Capital Programme for the financial year 2023 - 2024 was approved by the City of Wolverhampton Council's Cabinet on 18 January 2023. The Council delegated £97.785m of this to Wolverhampton Homes to manage and deliver. In addition, there were also some projects delivered by Wolverhampton Homes on behalf of Council budget holders (disabled adaptations, infill new build etc.); the value of this work was £8.402m, bringing the total to £106.187m.
- 2.2 The HRA Capital budgets are subject to on-going refinement, through quarterly reviews that are endorsed by the Council's Cabinet Resources Panel, to ensure that the necessary funds are allocated to the relevant budgets and that any public borrowing to support the capital programme is only obtained when appropriate.
- 2.3 Appendix 1 of this report identifies the current position against the Quarter 1 budgets (with adjustments for any slippages or overspends from the previous financial year), showing the expenditure against and variance to each approved budget.

3.0 Financial and value for money implications

- 3.1 The forecast for the 2023 - 2024 is an unprecedented level of expenditure, especially when compared to the expenditure in the previous year, which was £60.92m. The increase in this year's forecast is principally as a result of the first point below, but the other items are also having an impact:
- The acceleration of projects that will reduce tenants' heating costs through improving the levels of insulation and the efficiency of heating systems, especially on the older and the non-traditional housing stock.
 - Increases in material prices, which are proving to be stubbornly resistant, despite the supply and demand pressures experienced during the pandemic and at the beginning of the Ukraine war having eased.
 - Increases in the cost of labour due to wage inflation (fuelled by the "cost of living crisis" and ongoing labour shortages), which are due in part to the high-profile projects within the region that pay higher rates, such as HS2, the extension of the West Midlands Metro, the £500m Birmingham Airport redevelopment and the significant regeneration within Birmingham (such as the £1.9bn Smithfield development).
 - The increasing age of the properties and the components within them, meaning more items are failing, making even some of the simpler tasks more complex, meaning it is more expensive to improve them.

- 3.2 The expenditure against the straight-line profiles shown in Appendix A, is behind profile, but this is mainly due to the new projects / phases of work starting after April 2023. The year-end forecast confirms that we will achieve the target expenditure.
- 3.3 The key delivery issues to note are:
- a. There continue to be a significant up-turn in the numbers of high-cost voids (averaging about 40 per month), which is double the historic norm (from 5-10 years ago). The extent of work that needs to be undertaken is due to age-related deterioration of the properties, with lots of associated work such as plastering being required. The condition of the main components fitted under the Decent Homes Programme, such as kitchens have now failed in most instances (but are typically 12-15 years old). The condition the properties / gardens are left in, which means the average void cost can average in the region of £25,000 a property.
 - b. The refurbishment of the tower-blocks at Heath Town is progressing well, with work underway at Brockfield House and Campion House. Scaffold has also been erected at Lincoln House and Tremont House, but structural investigations have identified issues with the masonry panels, which need to be addressed before the installation of external wall insulation and new windows can proceed. Concerns have been identified with the condition of the existing district heating pipework and several emergency repairs have had to be completed recently. Surveys are being undertaken to inform design work to replace defective sections of this pipework and work has started with the construction of the new energy centre.
 - c. The Infrastructure Programme, which includes fire safety improvements to the tower-blocks across the city and the replacement of the mechanical and electrical services, is progressing well. The work at Merry Hill and Graiseley estates is progressing well despite substantial challenges accessing some customers' homes.
 - d. The System Built Retrofit Programme commenced in May 2023 with work on the Cornish properties and the 1950s No-Fines properties, with excellent resident feedback. The scope of work includes the replacement of roofs, windows, doors and the installation of external wall insulation, loft insulation and mechanical ventilation.
 - e. The first phase of the External Façade Improvement Programme to the tower-blocks on the Vauxhall Estate has been delayed following a change in the structural advice, which has required some redesign of the affected areas. The project will now commence in the new year to replace windows, roofs and install external wall insulation and new heating systems.
 - f. The access control, door entry and CCTV budget needs to be substantially increased (by an extra £800k), as there is an urgent need to upgrade access control equipment in the low and medium-rise blocks of flats (as 2G and 3G wireless is being turned-off at the end of 2023). Consequently, modems need replacing and digital access control installing.

4.0 Legal and regulatory implications

4.1 Wolverhampton Homes is required to meet the requirements of the Social Housing (Regulation) Act 2023, the Building Safety Act 2022, The Higher-Risk Buildings (Key Building Information etc.) (England) Regulations 2023, The Higher-Risk Buildings (Management of Safety Risks etc) (England) Regulations 2023 and the wide range of other supporting legislation.

5.0 Human resources implications

5.1 There are currently vacancies within the teams that deliver the capital programme, which is impacting on performance. These include vacant posts for Asset Condition Surveyors and Property Supervisors.

5.2 There have been numerous recruitment campaigns to try to fill these vacancies, but with little success. WH are continuing to recruit to these posts through more targeted advertising or use of consultants, where appropriate. Regular dialogue continues with the University of Wolverhampton to try to attract their local students.

5.3 However, the challenging situation is worsening with the projected pay rises not keeping up with inflation, so the gap between WH salaries and the marketplace will widen. The strategy to counteract this will be to “grow our own”, but this will take time to ease the problem, so the reliance on consultants is likely to remain in the short-term.

6.0 Health and safety implications

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

7.0 Equalities implications

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

7.2 Explanation: Where equality impact assessments are required, they are prepared during the pre-construction phase of each individual project.

8.0 Impact on the environment and community

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

9.0 Long term consequences for the company

9.1 The capital programme is focused on ensuring the long-term sustainability of the housing stock portfolio, through timely interventions. These range to the replacement of worn-out

components, for example central heating boilers, through to major schemes that enhance the quality of the built assets and surrounding environment.

- 9.2 Failure to deliver the capital programme effectively will result in insufficient numbers of improvements being undertaken, leading to an increased pressure on the repairs service and a rise in disrepair claims.
- 9.3 Despite the problems currently being encountered, the capital programme continues to be delivered efficiently, provides value for money, and focuses on the key priorities of improving building safety and maintaining the Decent Homes Standard.

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

- 10.1 Having a strong capital programme and the ability to deliver against promises helps strengthen the business relationships with the Strategic Construction Partners, their sub-contractors and key suppliers.
- 10.2 The approach taken through the pandemic, to provide a nurturing environment for these companies, safeguarding the wellbeing of their employees and maintaining employment wherever possible, has further strengthened these business relationships.
- 10.3 There is regular engagement with customers through the design-phase of each new capital project, so WH can ensure that their views and concerns are understood and addressed prior to work starting.
- 10.4 Further engagement with customers is undertaken prior to work commencing and throughout this process, to ensure the appropriate support is provided.

11.0 Impact of Covid-19

- 11.1 The delivery of the HRA Capital Programme has faced significant challenges due to the impact of Covid-19, but there are now effective control measures in place, which allows projects to be delivered.

12.0 Impact on Wolverhampton Homes' Management System

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

13.0 List of Appendices

- 13.1 Appendix A: HRA Capital Programme Report 2023 – 2024 (to the end of Quarter 1).

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Appendix A: HRA Capital Programme Report 2023-24 (to the end of Quarter-1).

Item	Name of Project	Approved Working Budget 2023-24 (Q1)	Spend to end of June 2023			Forecast spend to end of March 2024	
			Total Expenditure	Budget Profile	Variance to Budget Profile	Total Expenditure	Variance to overall budget
DELEGATED PROJECTS (DELIVERED & MANAGED BY WOLVERHAMPTON HOMES)							
A	Internal Improvements						
21/A01	Refurbishment of voids	£7,200,000	£3,267,863	£1,800,000	£1,467,863	£12,139,000	£4,939,000
21/A02	Boiler Replacement Programme	£950,000	£277,416	£237,500	£39,916	£1,029,505	£79,505
21/A03	Internal Improvements	£11,279,001	£2,228,264	£2,819,750	(£591,486)	£10,430,686	(£848,315)
B	Refurbishment Works						
21/B01	Heath Town Estate: refurbishment of the retained blocks	£11,500,000	£2,596,474	£2,875,000	(£278,526)	£13,598,057	£2,098,057
23/B02/B03/B04	High Rise External Façade Improvement Programme; incorporating window replacement, roof replacement, external wall insulation and associated work.	£6,320,000	£325,711	£870,000	(£544,289)	£1,652,834	(£4,667,166)
21/B02	Renewal of High-Rise Infrastructure (City-wide); incorporating retro-fitting sprinklers and fire safety improvements	£15,000,000	£1,543,972	£3,750,000	(£2,206,028)	£21,918,364	£6,918,364
	Medium-rise blocks improvement programme	£2,304,000	£538,367	£576,000	(£37,633)	£2,053,469	(£250,531)
	Low-rise blocks improvement programme	£1,250,000	£3,378	£312,500	(£309,122)	£3,125,000	£1,875,000
21/B14	Surveys of non-traditional housing (including high-rise)	£454,000	£58,983	£113,500	(£54,517)	£449,986	(£4,014)
23/B/15	The System Built Retrofit Programme	£19,271,000	£2,218,948	£4,817,750	(£2,598,802)	£19,271,000	£0
21/B07	Lift & DDA Improvements	£394,000	£0	£98,500	(£98,500)	£394,000	£0
21/B08	Door Entry/CCTV Security Programme	£112,000	£27,876	£28,000	(£124)	£910,000	£798,000
21/B09	Fire Safety Improvements - Medium & Low Rise	£2,070,000	£429,687	£517,500	(£87,813)	£3,077,331	£1,007,331
21/B11	Sustainable Estate Programme	£867,000	£65,830	£216,750	(£150,920)	£867,000	£0
21/B06	Roof Replacement Programme (City Wide)	£8,394,000	£974,507	£2,098,500	(£1,123,993)	£6,906,287	(£1,487,713)
21/B05	Structural Repair Works (ad-hoc, City-Wide)	£1,589,000	£552,713	£397,250	£155,463	£1,851,045	£262,045
21/B13	Pathway Improvement & Safety Programme	£210,000	£34,269	£52,500	(£18,231)	£137,074	(£72,926)
C	Miscellaneous Items						
21/C02	Capital Programme Management (Wolverhampton Homes salaries)	£2,100,000	£525,000	£525,000	£0	£2,100,000	£0
21/C03	Sale of Council Houses Administration (RTB)	£60,000	£15,000	£15,000	£0	£60,000	£0
PROJECTS MANAGED & DELIVERED BY WOLVERHAMPTON HOMES ON BEHALF OF THE COUNCIL BUDGET HOLDER							
D	Internal Works						
21/D01	Disabled Adaptations	£1,495,000	£412,272	£373,750	£38,522	£1,649,088	£154,088
21/D02	Bushbury Hill EMB Improvement Programme	£179,000	£31,914	£44,750	(£12,836)	£158,109	(£20,891)
E	Refurbishment Works						
			£0	£0	£0	£0	£0
			£0	£0	£0	£0	£0

Appendix A: HRA Capital Programme Report 2023-24 (to the end of Quarter-1).

Item	Name of Project	Approved Working Budget 2023-24 (Q1)	Spend to end of June 2023			Forecast spend to end of March 2024	
			Total Expenditure	Budget Profile	Variance to Budget Profile	Total Expenditure	Variance to overall budget
F	Other Projects						
21/F01	Infill New Build: Small Sites 5	£1,463,000	£159,356	£365,750	(£206,394)	£1,463,720	£720
	Replacement of system-built housing: Tarran Bungalows	£5,484,000	£0	£1,371,000	(£1,371,000)	£500,000	(£4,984,000)
	Summary						
	Estimated Total Value	£99,945,001	£16,287,800	£24,276,250	(£7,988,450)	£105,741,555	£5,796,554
	Breakdown:						
	SCP (UL, WLS & Jacobs)	£87,223,001		£21,095,750		£97,048,182	
	Non-SCP Projects	£3,615,000		£903,750		£4,569,653	
	Other Costs	£2,160,000		£540,000		£2,160,000	
	New Build	£6,947,000		£1,736,750		£1,963,720	
	Totals:	£99,945,001		£24,276,250		£105,741,555	