



Wolverhampton Homes Board

19 June 2024

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes

Venue

Membership

Councillor Paul Appleby
Victor Browne
Hajrija Dergic
Councillor Sally Green
Christopher Lue
Sazini Malaba
Joy McLaren
Councillor Rita Potter
Councillor Zee Russell
Hannah Semple

Information

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

Contact Business Assurance
Tel/Email WHSBusinessAssurance@wolverhamptonhomes.org.uk
Address Wolverhampton Homes 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 meeting - 22 March 2024 (Pages 3 - 22)
4	Matters arising
5	Modern Slavery Statement - Emma Rolinson, Head of People (Pages 23 - 34)
6	Equality Monitoring - Annual report - Emma Rolinson, Head of People (Pages 35 - 58)
7	Learning and Organisational Development Annual update - Sarah Butcher - Head of Organisational Development and Staff Engagement (Pages 59 - 76)
8	Damp, Mould & Condensation activity and mitigation update - Ian Gardner, Director - Property Services (Pages 77 - 120)
9	Capital Programme Out-turn Report 2023 - 2024 - Simon Bamfield, Head of Assets and Stock Investment (Pages 121 - 126)
10	Revenue outturn position 2023 - 2024 - Jo McCoy, Finance Business Partner, City of Wolverhampton Council (Pages 127 - 138)
11	A.O.B.

M INUTES



Meeting: Open Board Meeting
Date: Friday 22 March 2024
Venue: The Boardroom, Wednesfield Office, Alfred Squire Road,
Wednesfield, WV11 1XU
Time: 09:30hrs

MEMBERS IN ATTENDANCE: -

Councillor Susan Roberts	-	Board Member – Councillor (Chair)
Christopher Lue	-	Board Member – Tenant
Darshan Chatha	-	Board Member – Independent
Hajrija Dergic	-	Board Member – Independent
Councillor Jonathan Crofts	-	Board Member – Councillor
Councillor Rita Potter	-	Board Member – Councillor
Victor Browne	-	Board Member – Tenant
Councillor Zee Russell	-	Board Member – Councillor

STAFF IN ATTENDANCE: -

Shaun Aldis	-	Chief Executive
Julie Haydon	-	Director - Corporate Services (Company Secretary)
Angela Barnes	-	Director - Homes and Communities
Ian Gardner	-	Director - Property Services
Nicky Devey	-	Head of Business Services (Minutes)
Simon Bamfield	-	Head of Assets and Stock Investment
Jessica Whitehouse	-	Business Assurance Manager

WH staff - Observers

Jenny Billingsley	-	Communications and Marketing Manager
Jayne Howarth	-	Internal Communications Business Partner
Charlotte Palmer	-	Business Partner Communication

Staff in attendance – City of Wolverhampton Council: -

Amanda MacDonald	-	Audit Business Partner (agenda item)
Jenny Lewington	-	Deputy Director of City Housing
John Roseblade	-	Director of Resident Services
Jo McCoy	-	Finance Business Partner (agenda item)

Observers in attendance: -

Shona Hemmings - Wolverhampton Grammar School
 Gareth Baldwin - potential candidate for Independent Board member

<p>1.0</p>	<p>Apologies</p> <ul style="list-style-type: none"> - Hannah Semple, Board Member – Independent - Joy McLaren, Board Member – Tenant - Sazini Malaba, Board Member – Tenant 	
<p>2.0</p> <p>2.1</p>	<p>Declarations of Interest</p> <ul style="list-style-type: none"> - Christopher Lue – Tenant Board Member - Victor Browne – Tenant Board Member <p>Noted: No specific conflict of interest identified.</p>	
<p>3.0</p> <p>3.1</p>	<p>Minutes of previous open Board Meeting – 15 December 2023</p> <p>Minutes of the previous open Board meeting were agreed as a true record.</p>	
<p>4.0</p>	<p>Matters arising</p> <p>5.2.2 – WH will provide 2024 – 2025 dates for WH specialist meetings which will be shared in due course – will be included September 2024 Board Forward plan.</p> <p>5.3.1 – Estate walkabouts for Councillor members – requests to be submitted to Angela Barnes for facilitation – completed.</p> <p>6.3.1 – Board members will be notified once this has been resolved (amendment to Financial Statements) – completed.</p> <p>10.2 – Dates and times of Board and Committee meetings for 2024 to be discussed at the Board Strategy Away Day in February 2024 – completed.</p> <p>11.2.1 – Variance of budgets to be presented in a different way to ensure overspend and underspend is clear – noted.</p>	
<p>Decision item</p>		
<p>5.0</p>	<p>Revenue Budget 2024 - 2025 and Medium-Term Financial Strategy update 2024 - 2025 to 2027 - 2028 - Jo McCoy, Finance Business Partner, City of Wolverhampton Council (Item moved up the agenda for presentation)</p> <p>Board members were updated with further challenges in respect of a number of variables to mitigate overspends in 2023 - 2024. Areas of concern were:</p>	

- The intention to balance the budget for 2024 – 2025 mitigating where possible, a further contribution from reserves.
- Additional management fee of £2.1 million.
- Increased budget forecasting.
- Closer Vacancy management budgetary factor of >3% and impact on service delivery.
- Demand led repairs and maintenance based on needs of tenants – uncontrollable variables.
- Service area detail shared in the appendix.
- Budgetary challenges in relation to driving Value for Money, annual efficiency statement, maintaining income and predictive analysis.
- Knowing our numbers - provides greater understanding of the services delivered to our customers.
- Business plan 2024 – 2025 approved at Board.
- Consideration on revenue and capital budgets, taking core business as a priority and ending Private Sector Leasing arrangements.
- Homeless services – funded by the general fund, noting that the work around this provision by a number of agencies, has drastically reduced the number of rough sleepers.
- Temporary accommodation – management of the tenancies and conduct of the tenants is being managed with a particular focus on flatted estates. Where tenants persistently fail to comply with the licence agreement / other areas e.g. general issues with waste on a wider basis, absence of wraparound services for support to customers.
- Heath Town waste management issues – work being done to tackle the rubbish issues.
- Capital recharges – where recharges happen between Wolverhampton Homes and the council for delivery of the programme / staffing.
- Pay Award – WH have included a 3% forecasting provision for this area and there is the risk that negotiations may result in a higher pay award. The trade union request is for 10% or a £3k payment which is being put forward. The vacancy factor also helps to offset this, and monitoring will continue. Vacancies are routinely reviewed to understand where roles can be delivered differently e.g. use of technology, consolidation of functions etc.

Board members commented on the comprehensive report and welcomed the detail.

Query from Board member in relation to Awaab’s Law – and any pressure this brings to the budget. WH confirmed this does bring pressure on the revenue budget, and with the prevalence in the news and in the proactive approach by WH, this has encouraged customers to report damp and mould. The legislation is not finalised; however provision has been built into the 2024 – 2025 budget to work to the principles, including for temporary accommodation.

Resolved: Board Members approved the:

	<ul style="list-style-type: none"> • Outline Revenue Budget for 2024 – 2025. • Medium-Term Financial Strategy for the financial year 2024 - 2025 to 2027 - 2028. 	
6.0	<p>Revenue Forecast for 2023 - 2024 as at 31 December 2023 - Jo McCoy, Finance Business Partner, City of Wolverhampton Council (Item moved up the agenda for presentation)</p> <p>Details were shared with Board member in relation to:</p> <ul style="list-style-type: none"> - Use of reserves - there was a budgeted 900k contribution from reserves. The management fee is paid monthly by the council and the Capital recharges are paid in arrears. Management of this is important to ensure cash flow is not affected. Work continues to avoid the requirement to use reserves where possible. - Regular finance meetings in place with WH / Council particularly given the volatility of the financial demands. - There is a continued underspend on the pay budget, which is impacted by the inability to recruit to some specialist posts. This can impact further due to the use of contractors to cover these services. - Overspend position at 1.5 million. - Private Sector Leasing – there is only one property left on this scheme with the contractual obligations to be met. The scheme was costing around 20k per year. - Commercial income activity has been reviewed including the delivery of the Asbestos service which does make additional income to ensure there is no impact on core service delivery. - Help to Own scheme – this is delivered by housing management for the income collection element. - WH owns 19 properties, and the income offsets the purchase. - Professional qualification requirements – the impact of regulatory requirements such as this have cost implications, which in turn would be raised with the council. Alongside this is the changes in demand on services versus the reduction in other service criteria levels. Thus, there is a risk of customers requiring support that is not readily available, with the gap often being met by housing. There is the additional risk of staff leaving or not joining housing as a profession due to the increased requirements. - Work continues with the council in growing our own – with links with the university and apprentices. There are a number of young people on the REACH programme and WH are looking at different ways of engaging staff. - Apprenticeship and management trainees – generally, WH has a positive track record with the majority of apprentices staying with the company in paid roles. 	

	<p>Board member query – where staff are leaving their roles for higher pay, what are Wolverhampton Homes doing to reduce the risk of this as there is concern that key staff will be lost. Wolverhampton Homes confirmed the council is undertaking a benchmarking exercise and where possible, WH will utilise the data to review their terms and conditions. It is noted that the WH ‘pay and grading’ is generally lower than like for like roles in the city council as we were benchmarked against other housing providers and not council employees. The risk of being unable to recruit to specialist roles sits on the Corporate Risk Register.</p> <p>Resolved: Board Members noted the Revenue outturn forecast for 2023 - 2024.</p>	
Internal Audit Items		
7.0	<p>Wolverhampton Homes 2024 - 2025 Internal Audit Plan - Amanda MacDonald, Audit Business Partner</p> <p>Board members were presented with the internal audit work plan for the 2024 – 2025 annual plan which has been developed in line with Public Sector Standards with further details shared:</p> <ul style="list-style-type: none"> - Flexible plan with capacity to include management requests. - Engagement with senior management team to develop the plan. - Reports include conclusions, and recommendations with 12 month follow ups. - Typical audit areas of finance, governance, staffing and repairs services. - Experienced internal audit team. - WH – there is a skills matrix with 10 key skills, alongside the mandatory requirements. Talent management across the organisation includes key roles, rising stars and the success of the apprentices. Personal Development Plans and cross service working to ensure individually tailored development and support. The Gender pay gap is currently negative which is a positive and supports the company’s recruitment and retention aims. - Internal Audit also attend the council’s regulatory requirement meetings which WH are a key member of. <p>Resolved: Board Members approved the 2024 – 2025 Internal Audit Plan</p>	
For Policy Approval		
8.0	<p>Business Assurance and Risk Management Framework 2024 - 2027 - Julie Haydon, Director - Corporate Services</p> <p>The framework was presented to Board members for approval and forms part of the internal control and governance arrangements outlining the key elements of business assurance and risk management.</p> <p>Resolved: Board Members approved the Business Assurance and Risk Management Framework 2024 - 2027</p>	

<p>9.0</p>	<p>Business Continuity Planning Strategy 2024 - 2027 - Julie Haydon, Director - Corporate Services</p> <p>The strategy was presented to Board members for approval and forms part of the internal and joint controls in how WH undertake activity in relation to business continuity and emergency response in the event of periods of disruptive challenge.</p> <p>Resolved: Board Members approved the Business Continuity Planning Strategy 2024 - 2027</p>	
<p>10.0</p>	<p>Value for Money Strategy 2024 - 2027 - Nicky Devey, Head of Business Services</p> <p>Board members were updated on a number of areas in more detail relating to Value for Money:</p> <ul style="list-style-type: none"> - inclusion of social value. - VfM action plan in place. - intelligent risk taking – this is based on the perceived outcome and what comes into the risk appetite. - using data to inform the impact on the customer. - CWC Finance Business Partner oversees the medium term financial planning. <p>Resolved: Board Members approved the Value for Money Strategy 2024 – 2027</p>	
<p>For Presentation</p>		
<p>11.0</p>	<p>Rents and Service Charge annual update - Impact and support mechanisms - Angela Barnes, Director, Homes and Communities</p> <p>Board members were updated on a number of areas:</p> <ul style="list-style-type: none"> - <u>Legal framework</u> – the rent and service charges are heavily weighted in relation to how we inform customers and there are variables on what is charged. - <u>Universal Credit claimants</u> – breakdown provided on those customer claiming universal credit with another 5000 customers to transfer. All customers who claim UC miss out on one weeks rent due to the 53 week year (rent paid for 52 weeks) which means customers are responsible for paying for the extra week. WH continue to work with customers to offer support with the Money smart team making contact to ensure there is an understanding of the requirements. - <u>Rent debit</u> of over 96m this annum. Rent payment requirements are detailed in the Tenancy Agreement – with currently 6000 customers in varying amounts of arrears. Direct debit – where customers pay by DD and are in more than one month of credit, these are reviewed on a regular basis. Rent refunds are made to ensure customers are not holding credits above what is required. - <u>Court entries</u> – this figure continues to reduce with under 200 cases progressing to court this year, however, even where support 	

	<p>is offered, this can still result in eviction. Former tenancy debt is picked up should customers reapply for housing.</p> <ul style="list-style-type: none"> - <u>Money smart</u> – the team continue to provide support to customers on a regular basis – and are based in the job centre weekly. Councillor Evan’s provided positive feedback on the activity and support provided. - <u>Funding support:</u> <ul style="list-style-type: none"> o City of Wolverhampton Council have provided and additional £20k which has been used to support customers in line with the council’s financial wellbeing strategy which aims to increase the financial resilience of customers. o Hardship fund – additional support mechanisms and early intervention in place which is having a positive impact and has supported 658 customers. The Income team are visible on estates – supporting customers in their own homes and continuing to work with partner agencies to gain support for customers. o HRA financial inclusion fund – agreed extension for the next financial year – check last slide. <p>Rent increase letter – query re: heating improvements charge including reference to boiler maintenance. Suggestion that going forward this should reflect maintenance not improvement (as detailed in the rent raise letter).</p> <p>Eviction leading to homelessness query – where customers may end up back in the homeless service referred for duty. Information shared on prevention being key, and that eviction is only applied where there is no other option and as a last resort, with support in place to sustain the tenancy.</p> <p>Board members gave their thanks for the positive work by the Money Smart team in supporting customers.</p> <p>Action: For future reporting – could this include a breakdown of arrears by week / month - Julie Manning.</p> <p>Resolved: Board Members noted the content of the presentation</p>	<p>JM</p>
For Decision		
<p>12.0</p>	<p>Capital Programme 2024 - 2025 - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Board members were provided with areas of highlight in relation to the delivery of 2024 – 2025 intended delivery including:</p> <ul style="list-style-type: none"> - Capital programme - works to be conducted. - Retrofit – there are 500 low rise and high rise blocks where work is graded, allowing quicker mobilisation of resources based on priority. - Costing figures are built up from the scope of work and activity, with new requirements responded to as and when they arrive. 	

	<ul style="list-style-type: none"> - Consideration is given to the Housing Revenue Account where work may be deferred based on the corresponding impacts and this is also included in the work planning. - Asset management and delivery plan monitoring meeting with oversight of the programme and funding which is attended by Councillor Evans. - RAC presence - assurance given to Board members that where tests have been completed this has proved negative. - Heath Town – the link bridge was replaced due to showing signs of failure. - Work activity – the bulk of the programme is delivered through external suppliers with circa £10 million delivered via internal teams. There is in excess of £106 million spend which includes a number of specialist contractors within the construction industry. <p>Query on how social value of contractors is captured – Board members were advised that in reference to the huge investment in improving properties via the capital programme, this in turn supports the aims to lift people out of fuel poverty as the improvements should significantly reduce fuel costs.</p> <p>Resolved: Board Members endorsed the investment priorities identified within this report for the Capital Programme 2024 - 2025</p>	
13.0	<p>Medium-Term Capital Investment Plan 2024 - 2025 to 2028 - 2029 (5 years) - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Further areas were shared in more detail including:</p> <ul style="list-style-type: none"> - Ensuring properties have a long term future by maintaining decent homes standard and improving sustainability of the housing stock e.g. insulation works for which positive feedback has been received. - Supporting improvements that have a positive impact on high level objectives including reducing the living costs for customers via improvements in insulation and heating systems. - 5 year plan for the medium term covers increased internal investment e.g. kitchen and bathrooms, delivery of high-rise improvements such as windows and district heating. - Fire safety works are included as well as the focus on medium rise work covering windows, roofs and decks and the redesign of areas. - Capital programme improvements informed by a number of elements including stock condition surveys, local knowledge and repairs feedback, which are built into the planning. - Heath Town energy centre – the new building is planned for commission in 2025. <p>Action: Include summary reporting for how many customers have benefitted from the improvements Simon Bamfield.</p>	SB

	<p>Query on WH knowledge of the housing stock - WH have committed to an aggressive programme to complete 100% of stock condition surveys with 20% completed this financial year. This data will provide a more accurate understanding of our stock including sustainability requirements. Recruitment continues to bolster the team to support the legislative requirements. The data will also inform the requirements for the net zero 2050 target.</p> <p>Query on low rise flats and the concrete steps and the risk in particular to small children / pushchairs etc. Board members were updated on the aim to maintain the assets, however no plans to change the current build e.g. replacement of concrete steps.</p> <p>Resolved: Board Members endorsed the priorities for investment identified in medium-term capital investment plan.</p>	
For Information		
14.0	<p>Capital Programme Delivery update - Quarter 3, 2023 - 2024 - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Delivery of the capital programme position at end of Q3 was shared and Board members were directed to the detail included in the Appendix. Confirmation was provided that WH are on target to meet the programme.</p> <p>Resolved: Board Members noted the performance achieved and the financial position of the delivery of the Housing Revenue Account (HRA) Capital Programme.</p>	
15.0	A.O.B.	
15.1	John Roseblade commented on the value of attending Board meetings and noted the good work of Wolverhampton Homes and the impact this has on customer housing. In relation to service delivery, the consideration of the future arrangements will be open and transparent.	
14.0	Date of next meeting – June 2024	

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M INUTES



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Venue: The Boardroom, Wednesfield Office, Alfred Squire Road,
Wednesfield, WV11 1XU
Time: 09:30hrs

MEMBERS IN ATTENDANCE: -

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Shaun Aldis	-	Chief Executive
Julie Haydon	-	Director - Corporate Services (Company Secretary)
Angela Barnes	-	Director - Homes and Communities
Ian Gardner	-	Director - Property Services
Nicky Devey	-	Head of Business Services (Minutes)
Simon Bamfield	-	Head of Assets and Stock Investment
Jessica Whitehouse	-	Business Assurance Manager

WH staff - Observers

Jenny Billingsley	-	Communications and Marketing Manager
Jayne Howarth	-	Internal Communications Business Partner
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Staff in attendance – City of Wolverhampton Council: -

Amanda MacDonald	-	Audit Business Partner (agenda item)
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8.0	<p>Business Assurance and Risk Management Framework 2024 - 2027 - Julie Haydon, Director - Corporate Services</p> <p>The framework was presented to Board members for approval and forms part of the internal control and governance arrangements outlining the key elements of business assurance and risk management.</p> <p>Resolved: Board Members approved the Business Assurance and Risk Management Framework 2024 - 2027</p>	

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<p>10.0</p>	<p>Value for Money Strategy 2024 - 2027 - Nicky Devey, Head of Business Services</p> <p>Board members were updated on a number of areas in more detail relating to Value for Money:</p> <ul style="list-style-type: none"> - inclusion of social value. - VfM action plan in place. - intelligent risk taking – this is based on the perceived outcome and what comes into the risk appetite. - using data to inform the impact on the customer. - CWC Finance Business Partner oversees the medium term financial planning. <p>Resolved: Board Members approved the Value for Money Strategy 2024 – 2027</p>	
<p>For Presentation</p>		
<p>11.0</p>	<p>Rents and Service Charge annual update - Impact and support mechanisms - Angela Barnes, Director, Homes and Communities</p> <p>Board members were updated on a number of areas:</p> <ul style="list-style-type: none"> - <u>Legal framework</u> – the rent and service charges are heavily weighted in relation to how we inform customers and there are variables on what is charged. - <u>Universal Credit claimants</u> – breakdown provided on those customer claiming universal credit with another 5000 customers to transfer. All customers who claim UC miss out on one weeks rent due to the 53 week year (rent paid for 52 weeks) which means customers are responsible for paying for the extra week. WH continue to work with customers to offer support with the Money smart team making contact to ensure there is an understanding of the requirements. - <u>Rent debit</u> of over 96m this annum. Rent payment requirements are detailed in the Tenancy Agreement – with currently 6000 customers in varying amounts of arrears. Direct debit – where customers pay by DD and are in more than one month of credit, these are reviewed on a regular basis. Rent refunds are made to ensure customers are not holding credits above what is required. - <u>Court entries</u> – this figure continues to reduce with under 200 cases progressing to court this year, however, even where support 	


	<p>is offered, this can still result in eviction. Former tenancy debt is picked up should customers reapply for housing.</p> <ul style="list-style-type: none"> - <u>Money smart</u> – the team continue to provide support to customers on a regular basis – and are based in the job centre weekly. Councillor Evan’s provided positive feedback on the activity and support provided. - <u>Funding support:</u> <ul style="list-style-type: none"> o City of Wolverhampton Council have provided and additional £20k which has been used to support customers in line with the council’s financial wellbeing strategy which aims to increase the financial resilience of customers. o Hardship fund – additional support mechanisms and early intervention in place which is having a positive impact and has supported 658 customers. The Income team are visible on estates – supporting customers in their own homes and continuing to work with partner agencies to gain support for customers. o HRA financial inclusion fund – agreed extension for the next financial year – check last slide. <p>Rent increase letter – query re: heating improvements charge including reference to boiler maintenance. Suggestion that going forward this should reflect maintenance not improvement (as detailed in the rent raise letter).</p> <p>Eviction leading to homelessness query – where customers may end up back in the homeless service referred for duty. Information shared on prevention being key, and that eviction is only applied where there is no other option and as a last resort, with support in place to sustain the tenancy.</p> <p>Board members gave their thanks for the positive work by the Money Smart team in supporting customers.</p> <p>Action: For future reporting – could this include a breakdown of arrears by week / month - Julie Manning.</p> <p>Resolved: Board Members noted the content of the presentation</p>	<p>JM</p>
For Decision		
<p>12.0</p>	<p>Capital Programme 2024 - 2025 - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Board members were provided with areas of highlight in relation to the delivery of 2024 – 2025 intended delivery including:</p> <ul style="list-style-type: none"> - Capital programme - works to be conducted. - Retrofit – there are 500 low rise and high rise blocks where work is graded, allowing quicker mobilisation of resources based on priority. - Costing figures are built up from the scope of work and activity, with new requirements responded to as and when they arrive. 	

	<ul style="list-style-type: none"> - Consideration is given to the Housing Revenue Account where work may be deferred based on the corresponding impacts and this is also included in the work planning. - Asset management and delivery plan monitoring meeting with oversight of the programme and funding which is attended by Councillor Evans. - RAC presence - assurance given to Board members that where tests have been completed this has proved negative. - Heath Town – the link bridge was replaced due to showing signs of failure. - Work activity – the bulk of the programme is delivered through external suppliers with circa £10 million delivered via internal teams. There is in excess of £106 million spend which includes a number of specialist contractors within the construction industry. <p>Query on how social value of contractors is captured – Board members were advised that in reference to the huge investment in improving properties via the capital programme, this in turn supports the aims to lift people out of fuel poverty as the improvements should significantly reduce fuel costs.</p> <p>Resolved: Board Members endorsed the investment priorities identified within this report for the Capital Programme 2024 - 2025</p>	
13.0	<p>Medium-Term Capital Investment Plan 2024 - 2025 to 2028 - 2029 (5 years) - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Further areas were shared in more detail including:</p> <ul style="list-style-type: none"> - Ensuring properties have a long term future by maintaining decent homes standard and improving sustainability of the housing stock e.g. insulation works for which positive feedback has been received. - Supporting improvements that have a positive impact on high level objectives including reducing the living costs for customers via improvements in insulation and heating systems. - 5 year plan for the medium term covers increased internal investment e.g. kitchen and bathrooms, delivery of high-rise improvements such as windows and district heating. - Fire safety works are included as well as the focus on medium rise work covering windows, roofs and decks and the redesign of areas. - Capital programme improvements informed by a number of elements including stock condition surveys, local knowledge and repairs feedback, which are built into the planning. - Heath Town energy centre – the new building is planned for commission in 2025. <p>Action: Include summary reporting for how many customers have benefitted from the improvements Simon Bamfield.</p>	SB

	<p>Query on WH knowledge of the housing stock - WH have committed to an aggressive programme to complete 100% of stock condition surveys with 20% completed this financial year. This data will provide a more accurate understanding of our stock including sustainability requirements. Recruitment continues to bolster the team to support the legislative requirements. The data will also inform the requirements for the net zero 2050 target.</p> <p>Query on low rise flats and the concrete steps and the risk in particular to small children / pushchairs etc. Board members were updated on the aim to maintain the assets, however no plans to change the current build e.g. replacement of concrete steps.</p> <p>Resolved: Board Members endorsed the priorities for investment identified in medium-term capital investment plan.</p>	
For Information		
14.0	<p>Capital Programme Delivery update - Quarter 3, 2023 - 2024 - Simon Bamfield, Head of Assets and Stock Investment</p> <p>Delivery of the capital programme position at end of Q3 was shared and Board members were directed to the detail included in the Appendix. Confirmation was provided that WH are on target to meet the programme.</p> <p>Resolved: Board Members noted the performance achieved and the financial position of the delivery of the Housing Revenue Account (HRA) Capital Programme.</p>	
15.0	A.O.B.	
15.1	John Roseblade commented on the value of attending Board meetings and noted the good work of Wolverhampton Homes and the impact this has on customer housing. In relation to service delivery, the consideration of the future arrangements will be open and transparent.	
14.0	Date of next meeting – June 2024	

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Board Report

	Agenda Item 5
	<p>June 2024 Modern Slavery Statement</p>
	Open Report
Status:	For Decision
Author and job title:	Emma Rolinson, Head of People
Contact No:	07964 121484
Recommendations:	Board Members are asked to approve the Modern Slavery Statement for Wolverhampton Homes.
Key risks and contentious issues:	<p>Key risks can arise through the commissioning of services through the supply chain. These risks should be mitigated by the presence of a robust procurement process.</p> <p>Large businesses are required to carry out due diligence to combat modern slavery and human trafficking.</p> <p>Without the appropriate statement in place, as detailed under the Act, Wolverhampton Homes may suffer reputational damage and put individuals at risk of exploitation.</p>

Management Summary

1.0 Purpose

- 1.1 Board members are asked to approve the Modern Slavery Statement in accordance with the Modern Slavery Act 2015, as it applies to Wolverhampton Homes (WH).

2.0 Background

- 2.1 The Modern Slavery Act 2015 is designed to address slavery, service trade, forced or compulsory labour and human trafficking. Section 54 of the Modern Slavery Act 2015 requires specified organisations to prepare a slavery and human trafficking statement for each financial year to include information on:

- its structure, business, and supply chains where there is a risk of slavery and human trafficking taking place.
- its policies in relation to slavery and human trafficking.
- its due diligence processes in relation to slavery and human trafficking in its business and supply chains.
- the steps that it has taken to assess and manage that risk.
- the training about slavery and human trafficking available to its employees.

- 2.2 The slavery and human trafficking statement must be approved at the highest level of an organisation, and WH must publish the slavery and human trafficking statement on its website.

- 2.3 Following Board approval, WH will register its statement on the online Modern Slavery Register. The register provides a platform for organisations to voluntarily share the positive steps they have taken to tackle and prevent modern slavery.

- 2.4 Wolverhampton Homes Modern Slavery Policy Statement for 2024 - 2025 is located at Appendix 1. This document outlines all the above as well as WHs commitment to ensure that there is no modern slavery or human trafficking in the supply chains, partner organisations or in any part of the business.

- 2.5 Following approval by Board, this statement will be published on WH website and on the Governments Modern Slavery Register.

3.0 Financial and value for money implications

- 3.1 There are no financial and value for money implications identified within this report, but failure to ensure its compliance with the Modern Slavery Act could impact on the costs associated within the supply chain.

4.0 Legal and regulatory implications

- 4.1 Statement to be published on WH website to meet the requirements of the Modern Slavery Act 2015 and is available via the link below:

<https://www.wolverhamptonhomes.org.uk/about-us/about-wolverhampton-homes/key-policies/modern-slavery-statement/>

5.0 Human resources implications

5.1 To ensure all employees are aware of modern slavery and human trafficking, provision is made through various routes to provide information and awareness raising including:

- publication of the policy and details on WH Intranet.
- publication of the policy and details on WH SharePoint sites.
- My Learning Hub (MLH) – the online staff development portal.
- Managers are notified of the statement that is published on the WH website and asked to discuss with staff in 121 meetings or in team meetings, to ensure awareness and understanding.

5.2 The internal See it Report it (SIRI) process also provides an escalation route for concerns to be raised.

6.0 Health and safety implications

6.1 Indirect implications relate to ongoing responsibility as an employer.

7.0 Equalities implications

7.1 Members of the LGBTQ+, females, minority ethnic groups, elderly and employees with a disability may be perceived to be more vulnerable to modern slavery and human trafficking, therefore having a policy statement that protects against such acts may have a positive impact for these groups.

8.0 Equality, Diversity and Inclusion activity and impact on customer

8.1 Members of the LGBTQ+, females, minority ethnic groups, elderly and employees with a disability may be perceived to be more vulnerable to modern slavery and human trafficking, therefore having a policy statement that protects against such acts may have a positive impact for these groups.

9.0 Impact on the environment and community

9.1 Through the services it provides, WH staff are expected to raise through the appropriate mechanisms, any concerns regarding modern slavery.

10.0 Long term consequences for the company

10.1 To continue to publish a statement on modern slavery on an annual basis.

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

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

12.0 Impact on Wolverhampton Homes' Management System

12.1 Will any new policy or policy updates have an impact on the management system? **Yes.**

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

Date: March 2024, Officer responsible: Emma Rolinson.

13.0 List of Appendices

13.1 Appendix 1: Modern Slavery Policy Statement 2024 - 2025

Appendix 1 Modern Slavery Policy Statement 2024 - 2025

June 2024

Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Head of People	Director of Corporate Services	Board Members	June 2024	Annually
Emma Rolinson	Julie Haydon	WH Board		

Document History

Version	Summary of changes	Document Status	Date
V1.0	Reviewed to ensure fit for purpose and compliant with regulatory and statutory obligations.	Draft	June 2024

Contents Page

- 1.0** Introduction
- 2.0** Structure and supply chain
- 3.0** Due diligence processes
- 4.0** Monitoring
- 5.0** Modern slavery policies

1.0 Introduction

Wolverhampton Homes (WH) must ensure that all potential modern slavery risks related to its business are understood and that steps are in place that aim to ensure there is no slavery or human trafficking in its own business and, its partners and supply chains. WH is further committed to making sure that properties are not used to accommodate the work of human traffickers or to detain others against their will.

This statement is made under section 54 (1) of the Modern Slavery Act 2015 (MSA) and refers to the financial year ending 31 March 2024 and received approval from the Board in June 2024.

WH acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015.

WH considers that modern slavery encompasses sexual and criminal exploitation, human trafficking, forced labour and domestic servitude.

2.0 Structure and supply chain

WH is an Arm's Length Management Organisation (ALMO), responsible for managing over twenty thousand social housing properties on behalf of the City of Wolverhampton Council

It is the company's aim to help make Wolverhampton an even better place to live by aiming to provide great homes in clean, safe neighbourhoods where our customers can access training, skills, and job opportunities.

Partners and supply chain consist mainly of services rather than goods, with the highest risk areas being associated with our repairs and maintenance activities. WH does not have any direct supply chain outside of the United Kingdom. All suppliers of our services are obtained through a procurement process (managed via a service level agreement with the City of Wolverhampton Council) that requires all contractors to comply fully with the Modern Slavery Act 2015.

There is an approved list of contractors and suppliers that we work with and our purchase order payment system requires the use of pre-approved suppliers.

The labour supplied and recruited to WH in pursuance of its operation is carried out in the United Kingdom.

3.0 Due diligence processes

Board / Chief Executive

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

Senior Team

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

First Responder

WH has a statutory 'Duty to Notify' the Home Office when any potential victims of modern slavery are observed. This duty is discharged by either referring a potential victim into the National Referral Mechanism (NRM) where they are a child, or consenting adult, or by notifying the Home Office where an adult does not consent to enter the NRM.

A First Responder Organisation is, in England and Wales, an authority that is authorised to refer a potential victim of modern slavery into the NRM.

For Wolverhampton Homes, the First Responder Organisation is Adult and / or Children's Social Care at the City of Wolverhampton Council. For specialist support a referral should initially be made to the Multi-Agency Safeguarding Hub by telephone on 01902 555392 and then confirmed in writing immediately, and no later than 24 hours later via the [online form](#).

Supply Chain

It is an expectation of WH when working with partners and suppliers that they observe our values on modern slavery and also carry out their own due diligence on their own supply chains, to limit the risk of modern slavery taking place.

Procurement

The tendering of new contracts and ongoing contract management includes an obligation for suppliers to comply with the Modern Slavery Act. The City of Wolverhampton Council (CWC) who are responsible for the procurement of goods and services for WH, is also a signatory to the Charter Against Modern Slavery. This goes further than existing law and guidance, committing councils to proactively vetting their own supply chain to ensure no instances of modern slavery are taking place.

Tenancy Management

Wolverhampton Homes collate personal data for customers, primarily for the purpose of managing their tenancy. When assessing applicants, this is done in line with CWC's Allocations Policy and considers eligibility for housing and the priority awarded. Wolverhampton Homes will share this personal data with CWC for relevant purposes including safeguarding adults and children, preventing and detecting fraud or other criminal offences. The Privacy Notice is available on the WH website, and is regularly reviewed and updated.

It is a requirement of all applicants to produce specified identification documents (including photographs) for verification in support of the application.

People Services

The company's recruitment process ensures that all potential employees are checked to ensure they are eligible to work in the UK – in accordance with the Asylum and Immigration Act 1996 and Immigration Act 2016.

WH safeguarding and modern slavery awareness training is provided to ensure that all staff have an awareness and understanding of their role.

Employees and Line Managers

All employees are encouraged to report any concerns about a person or property to their line manager. See First Responder section for Multi-Agency Safeguarding Hub contact details.

Wolverhampton Homes See It, Report It (SIRI) process supports the identification of, and response to concerns about a property or a person. All staff in the company are made aware of SIRI and encouraged to report any concerns.

Business Services

WH maintain a risk management register ensuring the effective identification, monitoring and management of risk across Wolverhampton Homes with Modern Slavery as one of the identified risks. The Risk Register is reported through the governance framework to Board.

4.0 Monitoring

The primary method of monitoring effectiveness within the supply chain will be the pre-qualification criteria for suppliers and ongoing contract management, which includes a requirement to have measures in place to minimise the possibility of modern slavery in their business and supply chain.

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

This statement will be reviewed annually in accordance with the Modern Slavery Act 2015 and published on the company website. It will also be included on the new government modern slavery statement registry.

5.0 Modern slavery policies

The company's policies and procedures are reviewed regularly to ensure they are fit for purpose, and compliant with regulatory and statutory obligations. Where required, new policies are agreed through the relevant governance structure and in consultation with Trade Unions and the Customer Involvement Panel.

There are a number of policies and procedures in place that contribute to the prevention of modern slavery occurring which include:

- Anti-Fraud and Bribery Policy.
- Domestic Abuse Policy (for employees and customers).
- Employee Code of Conduct - a requirement for all staff to adhere to which includes requirements in relation to workplace behaviour and equality and diversity.
- Financial Regulations / Standing Orders.
- Health and Safety Policy.
- Recruitment and Selection Policy - which includes the requirement to undertake Disclosure and Barring Service (DBS) and checks for eligibility to work in the UK.


- Safeguarding procedures.
- Statement on Equality and Diversity.
- Tenancy Management policies - which set out the action to be taken where our properties are used for unlawful purposes.
- Whistleblowing Policy and Procedure - which protects staff should they raise concerns about issues such as modern slavery.

Further information on Modern Slavery and associated guidance documents can be found on the following Safer Wolverhampton link:

<http://www.saferwolverhampton.org.uk/>

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Board Report

	Agenda Item 6
	19 June 2024 Equality Monitoring Annual report 2023 - 2024
	Open Report
Status:	For Information
Author and job title:	Emma Rolinson, Head of People
Contact No:	07964 121484
Recommendations:	Board Members are asked to note the: <ol style="list-style-type: none"> 1. key findings of the equality monitoring annual update. 2. implementation of Ethnicity Pay Gap monitoring.
Key risks and contentious issues:	<p>Failure to inform Board members of Wolverhampton Homes Equality Profiles and current performance towards meeting Equality Targets.</p> <p>Where Wolverhampton Homes' employment profiles are not representative of the communities it serves, it may fail to provide services that meet community requirements. This could lead to claims under the Equality Act 2010.</p> <p>In taking steps to address the ethnicity pay gap, Wolverhampton Homes (WH) demonstrates its reputation as being a fair and progressive employer. This supports recruitment and retention of good calibre candidates and has a positive effect on employee engagement.</p>

Management Summary

1.0 Purpose

1.1 The purpose of the report is to inform Board members of:

1.1.1 WH Equality Profile data for the year ending 31 March 2024 and performance against meeting equality targets.

1.1.2 Ethnicity pay gap as it applied to WH at March 2023.

1.1.3 An overview of how WH compared to other housing providers in the Midlands as requested at the March 2024 Audit and Business Assurance Committee.

2.0 Background

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

2.2 WH has an excellent relationship with the city's EDI team. The People and Organisational Strategy and associated action plan, sets out the work ongoing with quarterly updates provided to Communities and Service Delivery Committee.

2.3 There is a specific duty of the Equality Act 2010 placed on Wolverhampton Homes (WH) as a public body to report on and monitor employment practices and to collect and analyse data accordingly.

2.4 Appendix 1 details the year-end position of progress made towards meeting the current equality targets.

2.5 Monitoring data relating to these duties are attached at Appendix 2. The collection and presentation of the data has been improved through the development of a new PowerBI application.

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

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

A summary of the equality impact assessments undertaken during 2023 - 2024 and associated outcomes is located at Appendix 3.

3.0 Overview of Key Findings

3.1 Workforce

- 3.1.1 WH employed 690 employees at the end of 31 March 2024.
- 3.1.2 The gender split in the workforce remains on a similar trend as per the previous year, with male employees remaining the higher percentage of the workforce. This indicator remains within target
- 3.1.3 Percentage of the top 5% of earners who are female has decreased to 34.21% (13 employees) and remains below our target of 45% (17 employees) compared to 42.86% (15 employees) during the last reporting period. This is due to four female employees leaving and two female employees joining during 2023-2024.
- 3.1.4 Our ethnic minority employees represent 26.23% of the workforce which takes us over our target of 26% again for the second consecutive year running.
- 3.1.5 Percentage of the top 5% of ethnic minority earners continues to increase and takes us over our target of 14% for the first time to 15.79% (6 employees) during the reporting period. This is following the promotion and external recruitment of two ethnic minority employees.
- 3.1.6 The 55 to 64 year old age group is the highest age group for the second consecutive year, closely followed by the 45 to 54 years old age group. This is due in the main to an aging workforce reaching the next age bracket.
- 3.1.7 Further information detailed in this report includes gender identity, marital status, religious belief, and sexual orientation. In each of these areas, the percentage of the workforce remains relatively unchanged.

3.2 Recruitment

- 3.2.1 There were 1,859 applicants for employment during the year, on a similar trend to the number received in the last reporting period – resulting in 92 appointments.
- 3.2.2 There was a higher representation of female applicants than male applicants again this year.
- 3.2.3 There were 42% of applicants from ethnic minority groups, similar to the previous reporting period of which 26% were appointed.
- 3.2.4 The lowest age range of applicants during the reporting period was under 25 with a slight decrease (4%) of applicants in the 25-34 age bracket.

3.3 Promotions

- 3.3.1 There were 33 promotional opportunities during the year of which, 36.4% were female and 15.1% were employees from an ethnic minority group.

3.3.2 The only increases this year compared to the previous reporting period was seen in the 45 to 54 and 55 to 64 age brackets. This is due largely to career development opportunities along with the review of job descriptions following realignment of services.

3.4 **Starters**

3.4.1 There were 93 starters this year with an increase in the number of new starters who were female (48.4%), aged 25 to 44 (40.8%) and Asian (14%).

3.5 **Leavers**

3.5.1 Overall, for 2023 – 2024 there was a decrease in the total number of leavers at 51 of which 56.9% were female and 35.3% were from an ethnic minority group. The end of year voluntary turnover was reported at 5.34% (an almost 50% decrease compared to the same time last year) with 25% of the leavers accounted for age retirement. This is below the general average for staff turnover.

3.6 **Disciplinary and grievance**

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

3.6.2 There were more disciplinaries related to White employees than employees from ethnic minority groups.

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

4.0 **Ethnicity Pay Gap**

2.7 The ethnicity pay gap is calculated as the percentage difference between the average hourly earnings of White and ethnic minority employees. It is a measure across all jobs in the UK, not of the difference in pay for doing the same job.

2.8 Unlike the gender pay gap, which we annually report in arrears, there is currently no legal requirement for WH to publish their ethnicity pay data. WH have chosen to voluntarily report the ethnicity pay gap as it aligns with our value of respecting differences and to help us to understand where we may need to make changes for the future.

2.9 The median ethnicity pay gap for WH for 2023 is reported at 0.92%. This means that the midpoint hourly rate of pay of our White employees is 0.92% (£0.16) higher than the midpoint hourly rate of pay of our ethnic minority employees.

2.10 The main contributing factor to the pay gap is due to the number of ethnic minority employees in senior roles. The percentage of the top 5% of ethnic minority employees continues to increase and is reported at 15.79% (6 employees) taking us above target for the first time during the reporting period following the promotion and external recruitment of ethnic minority employees.

2.11 The mean ethnicity pay gap along with the organisation's salary quartile figures as at March 2023 can be found at Appendix 5.

2.12 Given the reporting of the ethnicity pay gap is currently voluntary there is limited data available to show how we compare nationally or with other housing providers, but nonetheless, it provides us a benchmark to improve upon.

3.0 Financial and value for money implications

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

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

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

4.0 Legal and regulatory implications

4.1 There are no legal or regulatory implications in the writing of this report. WH strives however, to ensure that employment profiles are representative of the communities it serves.

5.0 Human resources implications

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

6.0 Health and safety implications

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

7.0 Equalities implications

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

10.0 Equality, Diversity and Inclusion activity and impact on customer

10.1 In ensuring that the services provided by Wolverhampton Homes and its partners consider the differing needs of its communities there is likely to be a positive impact for customers.

11.0 Impact on the environment and community

11.1 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.

12.0 Long term consequences for the company

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

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

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

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

14.0 Impact on 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 Targets (Includes performance against current targets for 2022 - 2023 and proposed targets.

15.2 Appendix 2: Wolverhampton Homes Annual Diversity Application.

15.3 Appendix 3: Equalities Circle Forum – Outcomes achieved 2023 - 2024.

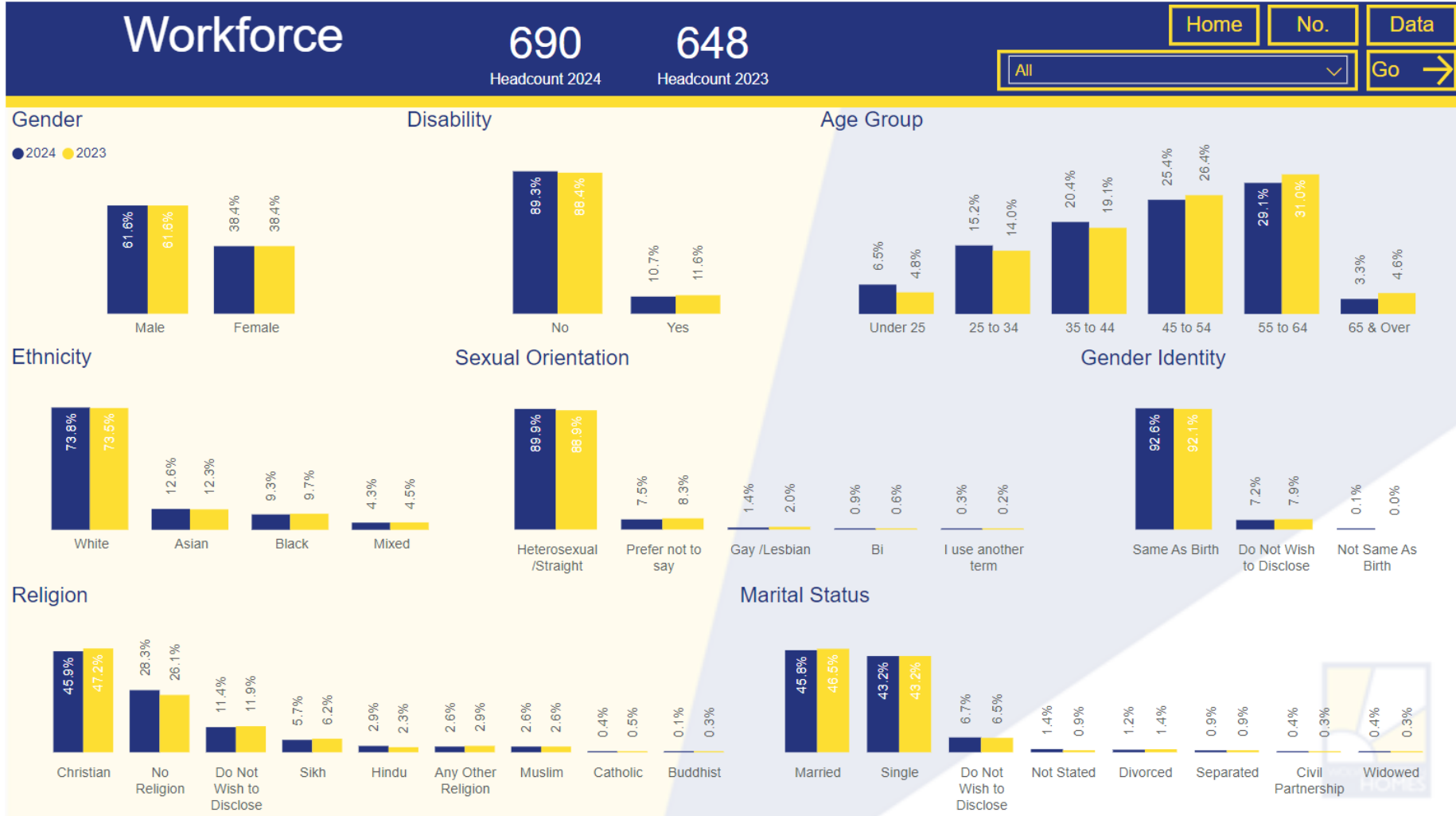
15.4 Appendix 4: Gender Pay Gap comparison with other Housing Providers

15.5 Appendix 5: Ethnicity Pay Gap Metrics

Appendix 1: Equality Targets

Best Value Performance Indicators		690	648			Home		
		Headcount 2024	Headcount 2023	Select A Page		Go →		
Reference	Indicator	2022/2023 Year End Performance		Improvement Target	2023/2024 Year End Performance		Workforce Total	
BVPI 11a	% Of the top 5% of earners who are female	42.86%		45%	34.21%		To meet Target	= 17
							Current	= 13
BVPI 11b	% Of the top earners who are from an ethnic minority group	11.43%		14%	15.79%		To meet Target	= 5
							Current	= 6
BVPI 16	% Of the organisations workforce who are disabled	11.57%		12%	10.72%		To meet Target	= 83
							Current	= 74
BVPI 17	% Of the organisations workforce who are from an ethnic minority group	26.54%		26%	26.23%		To meet Target	= 179
							Current	= 181
LPI	% Of the workforce who are male / female	Male =	61.57%	65%	Male =	61.59%	To meet Target	M = 449
		Female =	38.43%		Female =	38.41%	F = 242	
LPI	% Of the workforce by age distribution	4.78%		Under 25 = 8%	6.52%		To meet Target	= 55
							Current	= 45

Appendix 2: Wolverhampton Homes Annual Diversity Application



Starters

93

Headcount 2024

81

Headcount 2023

Home

No.

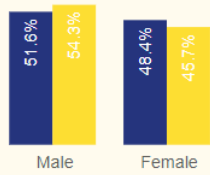
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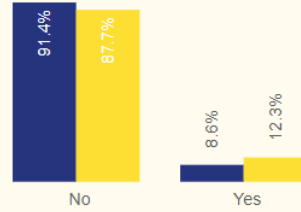
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Gender

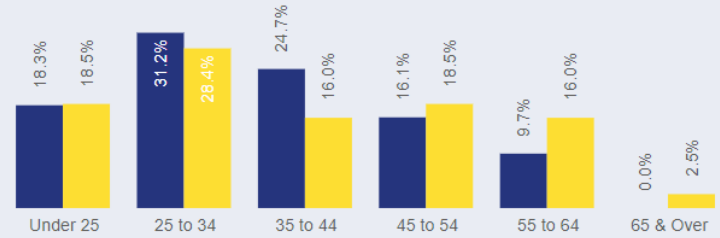
● 2024 ● 2023



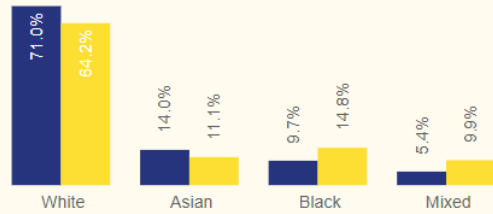
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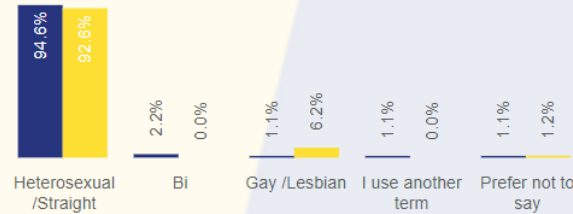
Age Group



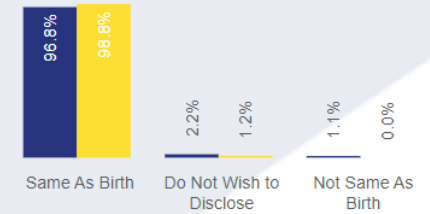
Ethnicity



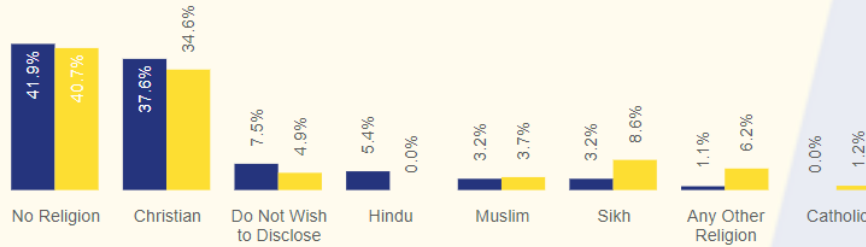
Sexual Orientation



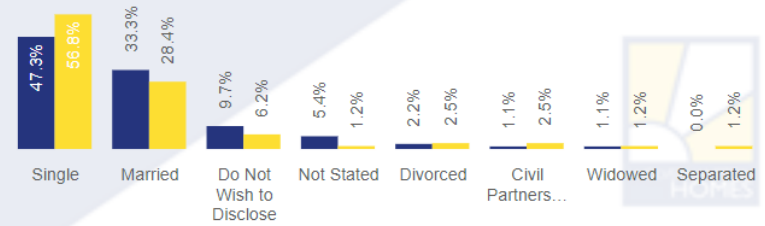
Gender Identity



Religion



Marital Status



Leavers

51
Headcount 2024

80
Headcount 2023

Home

No.

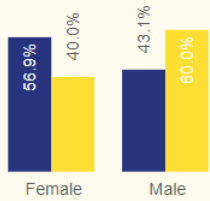
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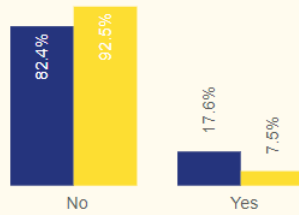
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Gender

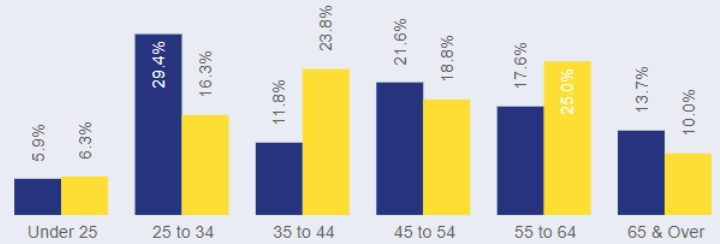
● 2024 ● 2023



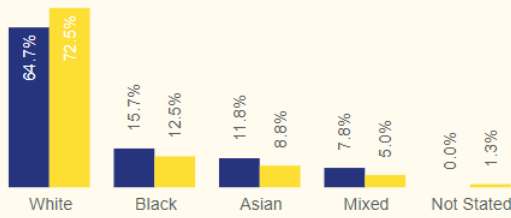
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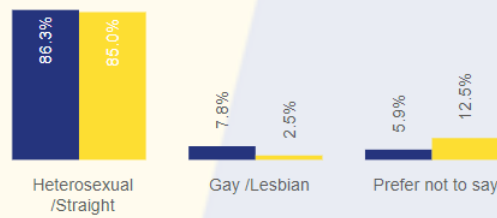
Age Group



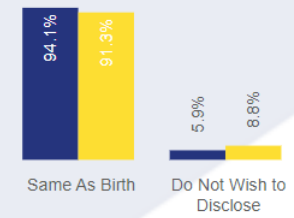
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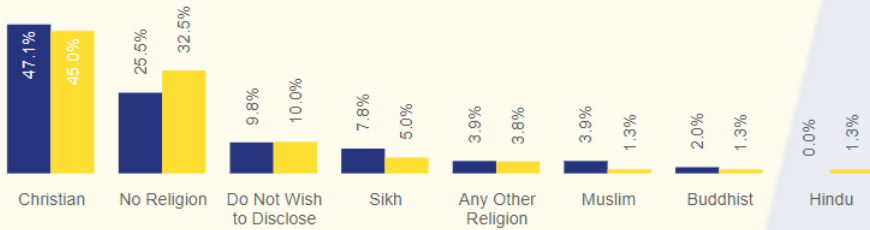
Sexual Orientation



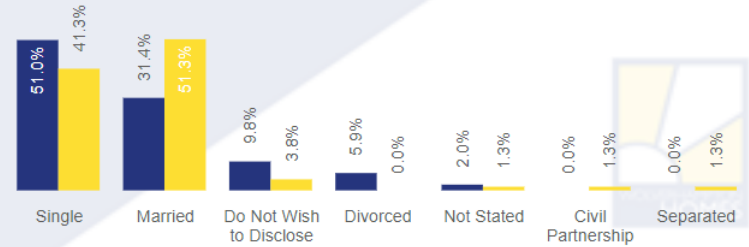
Gender Identity



Religion



Marital Status



Applicants

1859
Applicants

280
Shortlisted

92
Appointed

Home

%

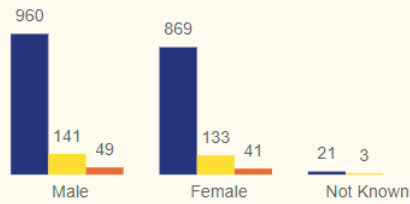
Data

Training

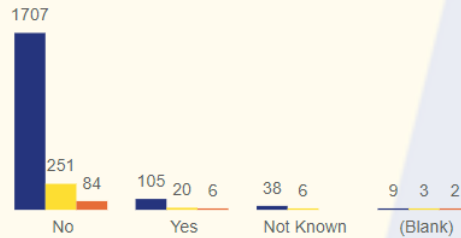
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Gender

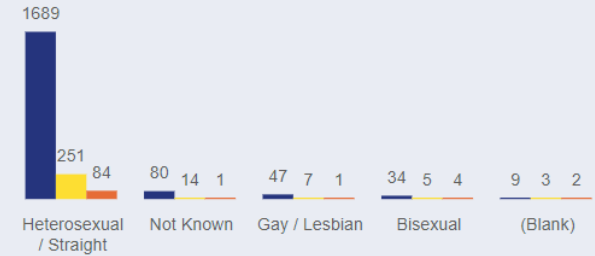
● All Applicants ● Shortlisted ● Appointed



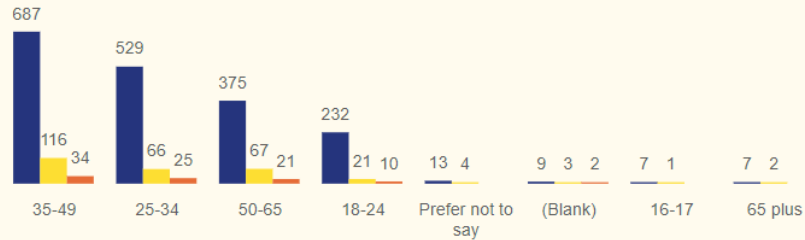
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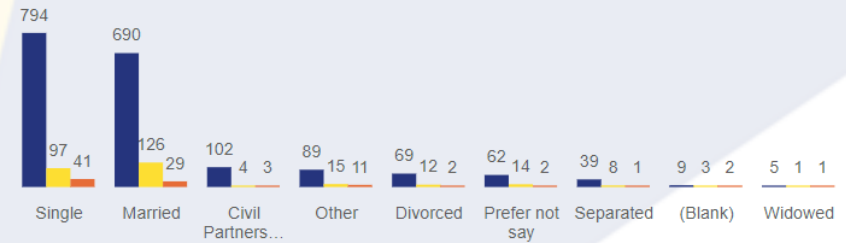
Sexual Orientation



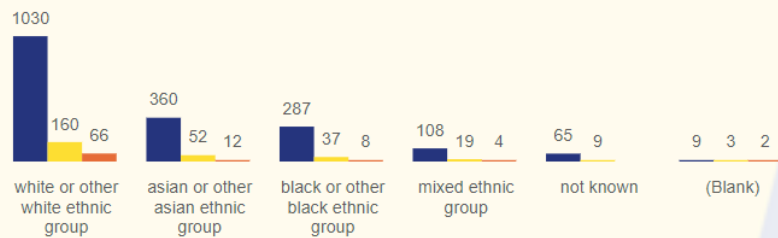
Age Group



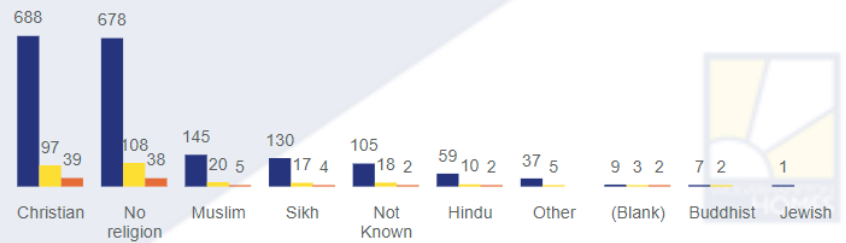
Marital Status



Ethnicity



Religion



Promotions

33

Headcount 2024

28

Headcount 2023

Home

%

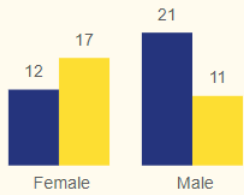
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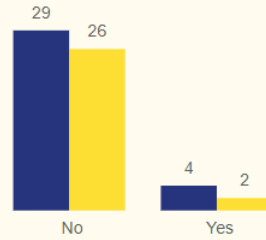
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Gender

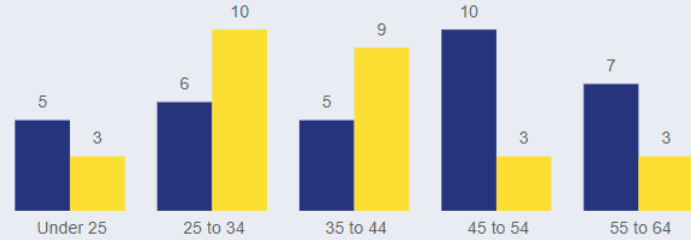
● 2024 ● 2023



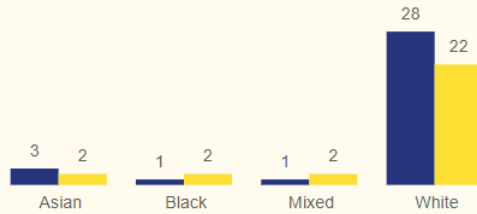
Disability



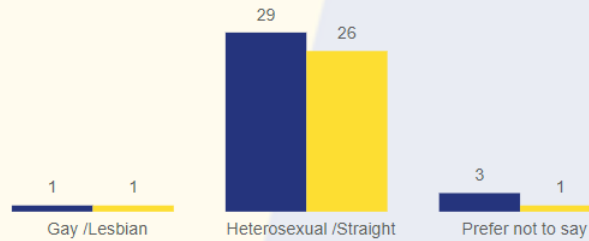
Age Group



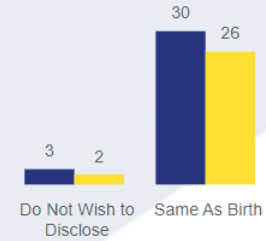
Ethnicity



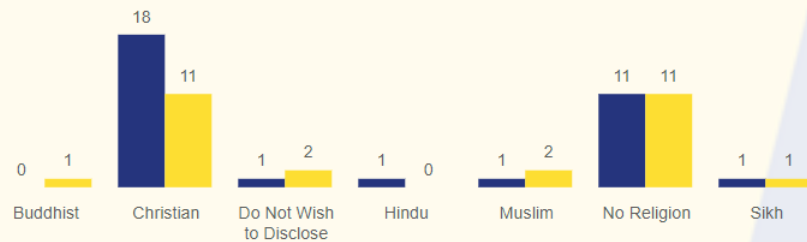
Sexual Orientation



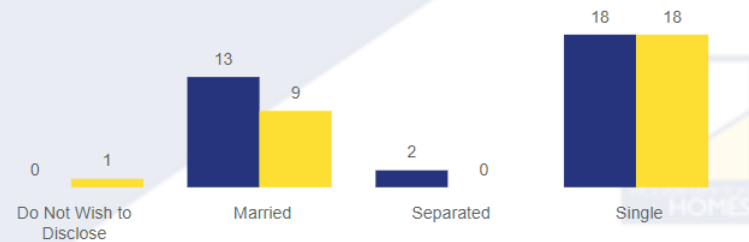
Gender Identity



Religion



Marital Status



Disciplinary

13
Headcount 2024

13
Headcount 2023

Home

No.

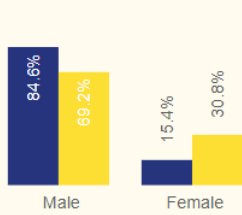
Data

All

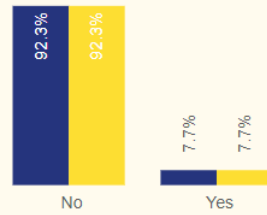
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Gender

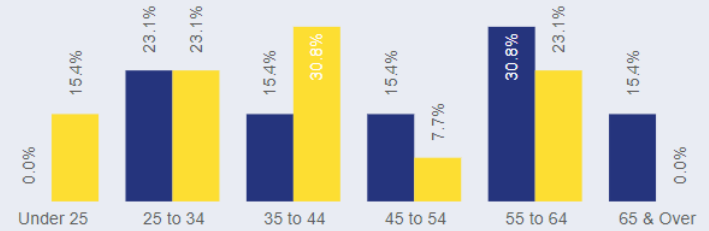
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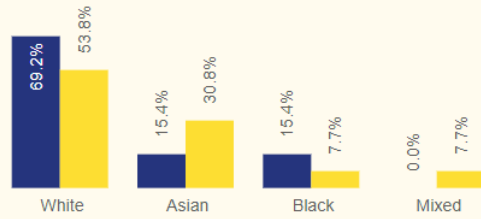
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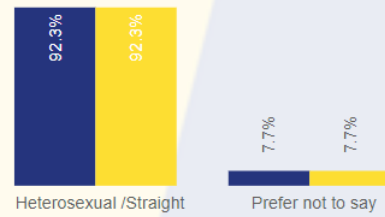
Age Group



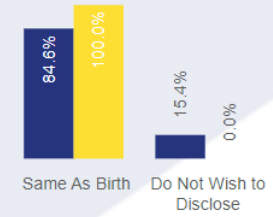
Ethnicity



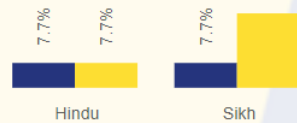
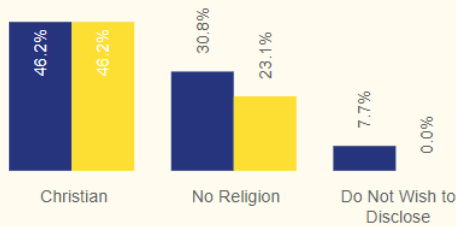
Sexual Orientation



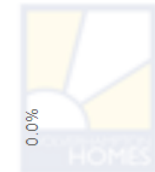
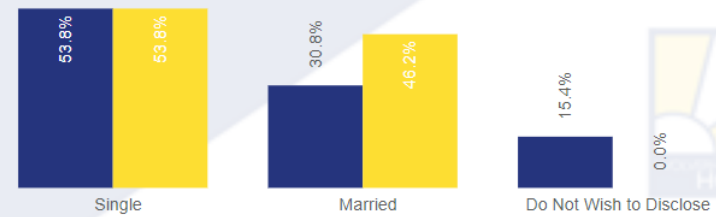
Gender Identity



Religion



Marital Status



Grievances

5

Headcount 2024

3

Headcount 2023

Home

No.

Data

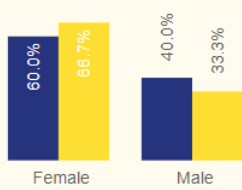
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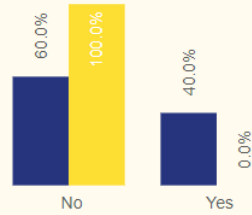


Gender

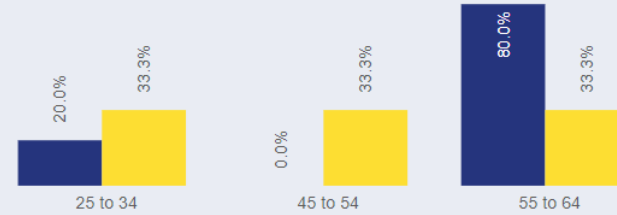
● 2024 ● 2023



Disability



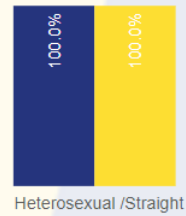
Age Group



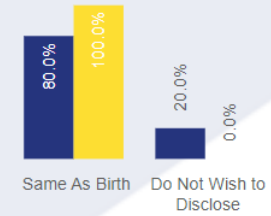
Ethnicity



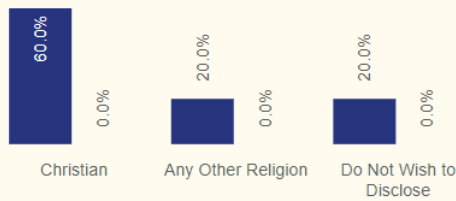
Sexual Orientation



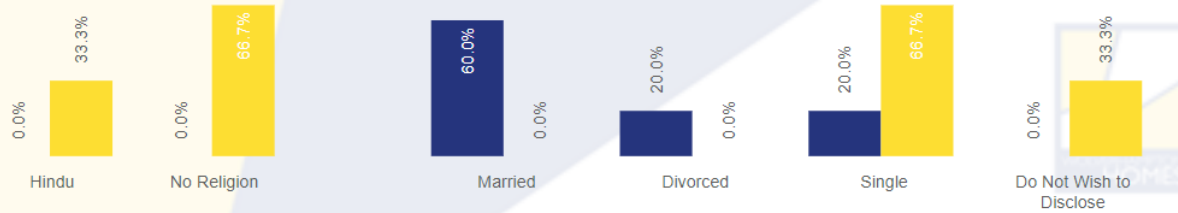
Gender Identity



Religion

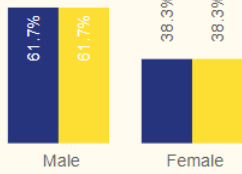


Marital Status

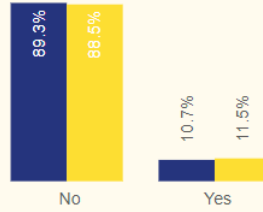


Gender

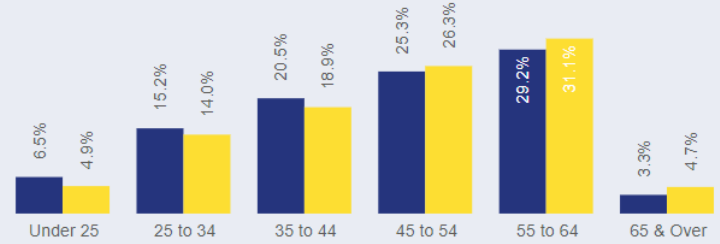
2024 2023



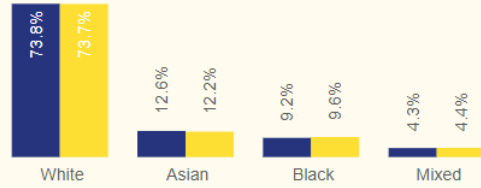
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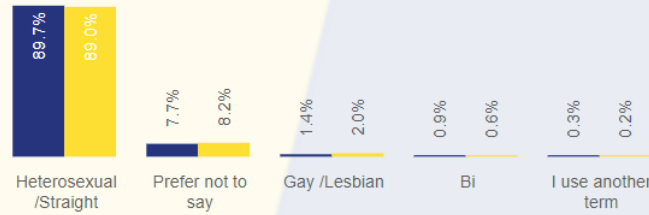
Age Group



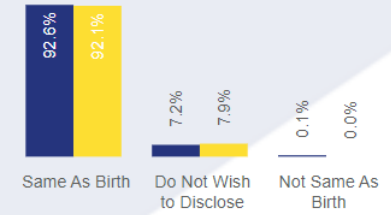
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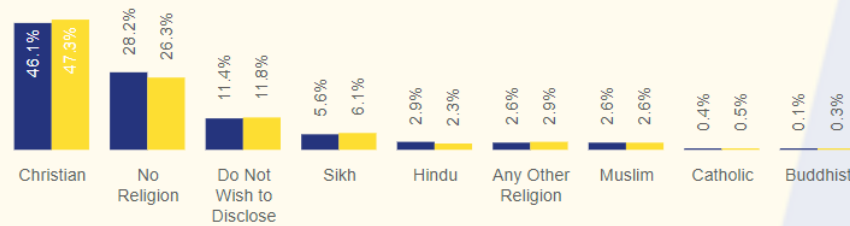
Sexual Orientation



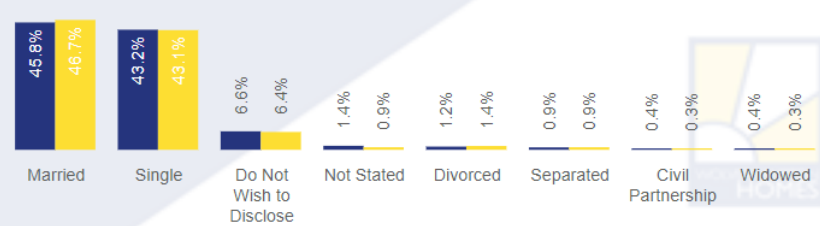
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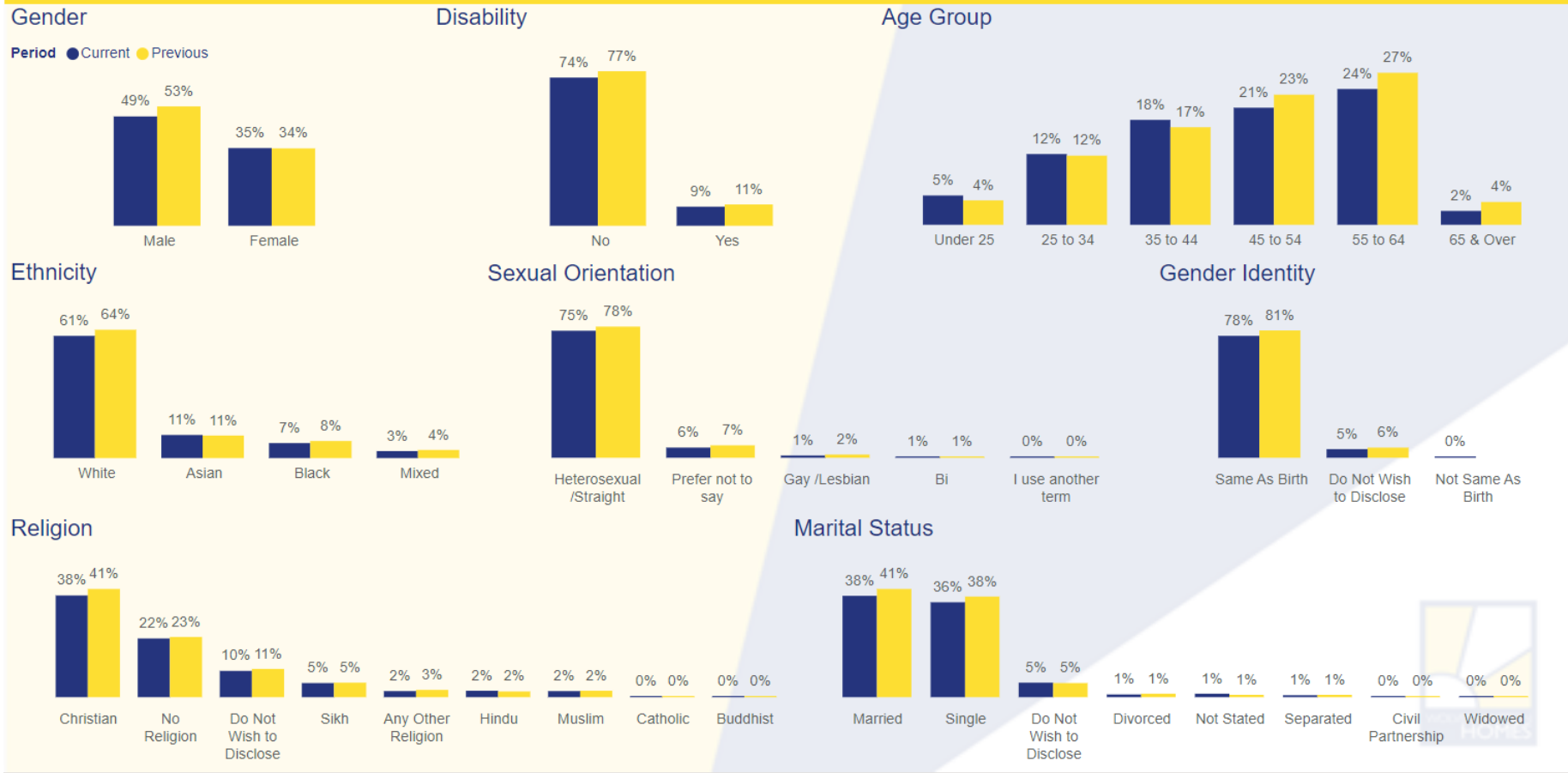


Religion



Marital Status





Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
30.06.23	Carbon Reduction Strategy	Stuart Hobbs	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Carbon Reduction Strategy the new framework for identifying, delivering, co-ordinating and monitoring climate change mitigation action that will impact both staff and customers.</p> <p>Wolverhampton Homes will promote and increase the amount of activity relating to decarbonisation as part of its wider strategies, action plans and day to day activities to specifically try to reduce carbon emissions from its wide range of activities and functions, to reduce carbon emissions and consequently reducing global temperatures. The strategy aims to support the Governments in achieving its legally binding target to be 'Net Zero' by 2050.</p> <p>Agreed outcome - no major changes required as the assessment highlighted the intended benefits were to ensure effective communications with vulnerable people and help them to prepare for and respond to climate change risks including heatwaves and water shortages for example working with Severn Trent Water to promote water saving messages to residents and businesses and providing advice to tenants on how to reduce health risks during heatwaves.</p> <p>This Equalities Impact Assessment focuses on the potential impacts of climate change on the 9 protected strands and does not cover the many varying projects and activities contained within the strategy that will support the drive towards decarbonisation. Separate bespoke consultation and accompanying EIA's will need to be undertaken for these respective projects as and when appropriate.</p> <p>ECF members agreed to support the recommendations that the lead officer note the following: -</p> <ul style="list-style-type: none"> • Staff e-Learning module to be developed. • Promote and communicate new arrangements of strategy and action plan to all managers and staff.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			<ul style="list-style-type: none"> • Undertake information scoping exercise with residents to determine nature and extent of support information to be provided. • Provide an update report in 12/18 months to identify any concerns merging post implementation.
30.06.23	Access to Homes Policy	Neil Causer	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Access to Homes Policy as the document sets out Wolverhampton Homes' approach to asset compliance and how the company will fulfil its responsibilities and duties to ensure the assets, under its management control, remain safe and serviceable for its residents, communities and colleagues.</p> <p>Sets out the company's approach to engaging with tenant's where they may frustrate access to their homes.</p> <p>The Policy also demonstrates the company's commitment to ensure compliance with all legal, regulatory, and statutory requirements.</p> <p>Agreed outcome - no major changes required. The policy demonstrates the company's commitment to ensuring compliance with all legal, regulatory, and statutory requirements.</p> <p>WH will provide a range of effective communication channels for tenants to raise any concerns or comments about the repairs or asset compliance services undertaken by the company or its contractors.</p>
15.09.23	Health & Safety Policy	Michael Hough	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Health & Safety Policy.</p>

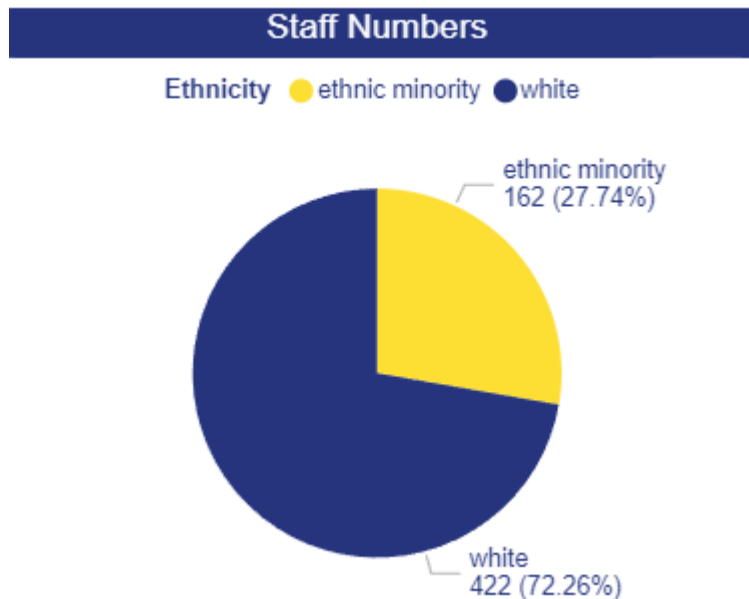
Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			<p>The Policy is an internal governance document, as required by law, that sets out Wolverhampton Homes' approach to managing the risks to employees, contractors, visitors and anyone else affected by their undertaking from health and safety related risks.</p> <p>It demonstrates the company's commitment to ensuring compliance with all legal, regulatory, and statutory requirements associated with staff safety and requirements to the Health and Safety at Work Act 1974.</p> <p>Agreed outcome - no major changes required to this policy.</p> <p>WH has a robust range of communication channels to promote and engage with staff to understand the requirements of their health and safety including uploading the policy into the learning management hub, ensuring that it is mandatory for all staff to access, read and understood to adhere to the policy.</p>
15.09.24	Fire Safety Policy & Building Safety Strategy	Ian Gardner & Simon Bamfield	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective to support the Building Safety Policy (including the Fire Risk Management Strategy) - to safeguard the people who live in our buildings by minimising the risks from fire or structural failure in line with regulatory requirements, including the Building Safety Act 2022, the Fire Safety Act 2021, and the Regulatory Reform (Fire Safety) Order 2005.</p> <p>Agreed outcome - no major changes required. The policy forms part of a suite of standards that ensure compliance with regulatory & statutory requirements.</p> <p>Specific activities will be undertaken by WH to carryout regulatory & statutory servicing and safety inspections to the assets under its control.</p> <p>ECF members agreed to support the recommendations that the lead officer note the following: -</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			<ul style="list-style-type: none"> • That a further update is provided to members following the review of Housing Allocation Policy - to take account of allocating tenancies and consider what reasonable adjustments can be made to ensure residents with disabilities are supported in buildings with a stay put evacuation strategy. • That we continue to provide a Person-Centred approach and work in partnership with the West Midlands Fire Service, using the Fire Risk Assessments tool to support Tenancy Officers and ensure the right solutions are put in place to provide the necessary protection.
24.10.23	People and Organisational Development Strategy	Emma Rolinson & Sarah Butcher	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act.</p> <p>ECF working group identified a justifiable objective as the 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. and supports WH and CWC business plans and sets out how we intend to continue to drive positive improvements on cultural change and leadership development journey.</p> <p>Agreed outcome - no major changes required as the strategy outlines WH's commitments to grow and develop our workforce, train our people well, and work together differently to deliver excellent customer-focused services.</p>

Appendix 4: Employer Comparison Data 2023

Employer	Employer Size	% Difference in hourly rate (Median)
Aspire Housing Limited	250 to 499	3.5%
Solihull Community Housing Limited	250 to 499	13.8%
Black Country Housing Group Limited	250 to 499	30.7%
Wolverhampton Homes Limited	500 to 999	-2.83%
Walsall Housing Group Limited	500 to 999	14.5%
The Community Housing Group Limited	500 to 999	28.4%
The Housing Plus Group Limited	500 to 999	18.8%
Trident Housing Association Limited	500 to 999	15.0%
The Wrekin Housing Group Limited	500 to 999	6.0%
Sanctuary Housing Association	1000 to 4999	18.7%
Bromford Housing Group Limited	1000 to 4999	3.8%
City of Wolverhampton Council	1000 to 4999	6.5%

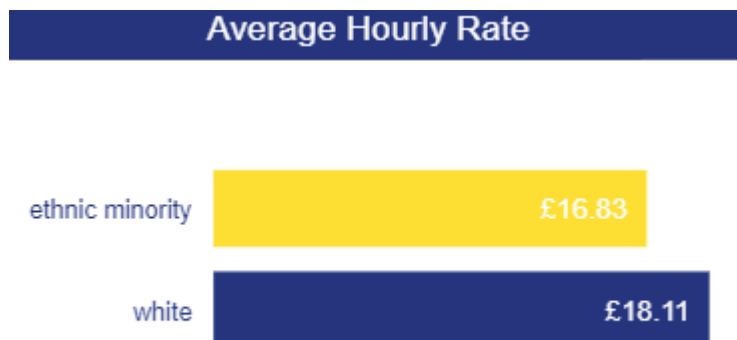
Appendix 5: Ethnicity Pay Gap Metrics



Staff numbers refers to the total number of full-pay relevant employees who were employed on the snapshot date of 31 March 2023 and are paid their usual full basic pay during the pay period March 2023.

Mean Ethnicity Pay Gap

(Difference between the average hourly pay between ethnic minority and White employees).



WH mean ethnicity pay gap as at March 2023 is reported at 5.83%.

Methodology:

A report was prepared for all employees who received a payment in March 2023 excluding overtime. Any employee who received less than their normal basic pay, for example due to sickness or maternity was also excluded.

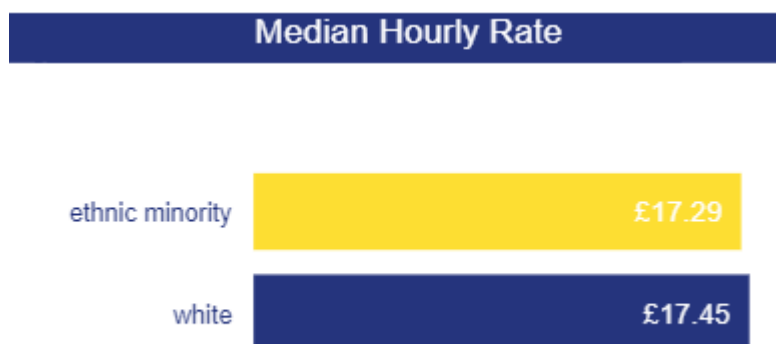
Once these employees have been discounted, a combined hourly rate for each person must be calculated. Once complete, the data is sorted into ethnic minority / White employees to calculate the mean hourly rate.

Mean hourly rate = total of the hourly rates divided by the number of White / ethnic minority employees in the pay period.

Mean Ethnicity Pay gap calculated by dividing the difference in the hourly rate by the male hourly rate x 100.

Median Ethnicity Pay Gap

(Difference between the midpoints of the average hourly pay of ethnic minority and White employees).



As at the snapshot date of 31 March 2023 there was a 0.92% ethnicity pay gap between White and ethnic minority staff employed by WH.

Methodology:

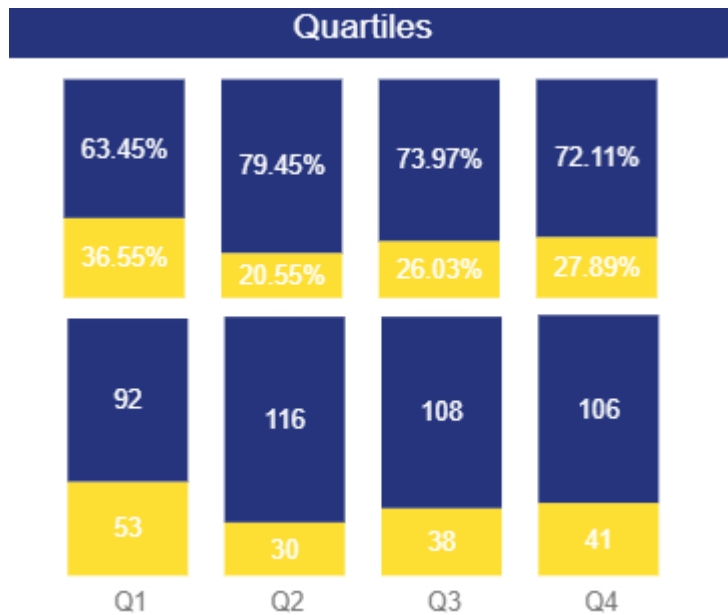
Using the White / ethnic minority hourly rates, find the middle earner i.e.:

- White Total = 422, find the hourly rate for the White ranked at 211
- Ethnic minority Total = 162, find the ethnic minority hourly rate ranked at 81

Organisation Median Ethnicity Pay Gap is dividing the difference in the hourly rate by the White employee's hourly rate x 100.

Pay by Quartiles

Ethnicity ● ethnic minority ● white




Methodology:

Sort whole data into a ranking with the lowest hourly rate first to the highest at the end.

Divide the total number of employees by 4 to identify the numbers in each banding.

For each quartile calculate the White / ethnic minority employee percentage.

Board Report

	Agenda Item 7
	19 June 2024 Learning and Organisational Development Annual update 2023 - 2024
	Open Report
Status:	For Information
Author and job title:	Sarah Butcher - Head of Talent, Communications and Engagement
Contact No:	07773 008395
Recommendations:	Board Members are asked to note the content of the report including how the activity on the people and talent development agenda directly supports Our Future, the People & Organisational Development strategy, the Early Careers strategy, and Wolverhampton Homes' business plan.
Key risks and contentious issues:	<p>The Social Housing (Regulation) Act 2023 introduces significant changes for the social housing sector, including the implementation of the Competence and Conduct Standard on 01 April 2025. This standard necessitates that all staff involved in housing management services are fully skilled and performing effectively to meet enhanced regulatory requirements.</p> <p>The emphasis on skills development will help improve workplace performance, reduce turnover costs, and enhance customer and staff satisfaction. Providers must invest in training and development programmes, possibly reallocating budgetary priorities to support these initiatives.</p> <p>Developing and regularly updating policies related to staff competence and conduct will be crucial. Failure to invest in staff development could lead to significant skills gaps, hindering the ability to meet business objectives and regulatory requirements.</p>

The scale of skills shortages across the UK continues to grow as a result of persistent and challenging national circumstances and uncertainties, including inflation, recession, migratory issues, international instability, along with the lingering consequences of the pandemic. Young people in particular face substantial challenges in entering the workforce. (*Skills shortages in the UK economy*, Edge Foundation, 2024).

Employers need to proactively address potential skills shortages by implementing strong early careers programmes and continuous professional development opportunities.

People and organisational development supports broader organisational and municipal goals, such as those outlined in the City of Wolverhampton Council's "Our City: Our Plan". By fostering a skilled and competent workforce, Wolverhampton Homes continues to contribute to the overall objectives of improving service delivery, enhancing community well-being, and supporting economic development within the city, whilst meeting regulatory demands and customer expectations.

Management Summary

1.0 Purpose

- 1.1 This report provides an update to Board members for the year 2023 - 2024 on people development, training, and employability opportunities provided for employees and customers as part of the People and Organisational Development (OD) and the Early Careers and Talent strategies.

2.0 Background

- 2.1 The Learning and Organisational Development (L&OD) team continues to work in line with the priorities of the City of Wolverhampton Council (CWC) to develop a city where there are high levels of employment and opportunities for all types of learning throughout life.
- 2.2 The People and OD and Early Careers and Talent strategies continue to provide the direction and agenda for people development activities, identifying the focus and actions required to deliver against the Business Plan, with the aim of developing and growing staff and Board members to meet current and future skills and regulatory requirements.
- 2.3 This report covers the following:
- Learning and organisational development
 - Early careers
 - Talent attraction and recruitment

3.0 Learning and organisational development

3.1 Digital learning

- 3.1.1 My Learning Hub (MLH) is WH's bespoke learning management system (LMS) launched in July 2020 and is available to all WH staff, Board members, and new hires. There is also a micro-site released to new hires prior to their start date as part of their onboarding and induction experience.
- 3.1.2 Login activity has increased year on year from launch (14.8%) with comparison below:

	2022/2023	2023/2024	% change
People accessing the platform	17476 logins	25183 logins	44.1% increase

See Appendix 1 for further detail.

- 3.1.3 With the development of new content, refresh of existing content and working with the platform provider the L&OD team have upgraded MLH to a learning experience platform (LXP).
- 3.1.4 An LXP is an advanced digital learning tool designed to create more engaging and personalised learning experience which emphasise learner engagement, content curation, and personalised learning paths.

3.1.5 Relunched in May 2024 this coincided with the release of the brand new “Housing and regulation essentials” mandatory eLearning which covers key topics in relation to the social housing sector (past and present), housing legislation, the new regulatory regime including the revised consumer standards and tenant satisfaction measures, and the Housing Ombudsman’s statutory Complaint handling code.


3.2 Face to face / virtual learning

3.2.1 During the last year, there has been a significant increase in training and development opportunities using a range of external providers and internal design and delivery with notable achievements:

- Creation and launch of a new Corporate Induction Programme.
- Delivery of bespoke Customer service training over a rolling 12 month period.
- Securing Shelter to deliver their renowned Homeless Services training.
- In-house the delivery of all Working at Height, Tetra and Managing Safely training.
- Completing the organisation-wide Motivational Map project.

3.2.3 With a total of **8,597 hours** of continuous professional development delivered via face-to-face and virtual learning events the table below shows year-on-year comparison:

	Hours delivered	% change
2021 - 2022	4,162	
2022 - 2023	6,812	63.7%
2023 - 2024	8,597	26.2%



3.2.4 More detailed information can be found appended to this report in **Appendix 2**.

3.3 Leadership and management development

3.3.1 A fifth cohort of 14 managers commenced the ten-module accredited to Level 5 (Member) by the Institute of Leadership and Management (ILM) development programme and went on to successfully complete this. One Head of Service successfully completed the ILM Level 7 (Fellow) Leadership development programme during the year.

3.4 Insights Discovery ©

3.4.1 All participants on our ILM accredited development programmes have been introduced to Insights Discovery by attending the “Introduction to Insights” workshop and have received their Personal Profile. This is also included in the new Corporate Induction Programme, with all new hires receiving their Personal Profile and completing the “Introduction to Insights” workshop within the first two months of employment.

3.4.3 The solutions to address the gaps identified by the Learning needs analysis (LNA) work will include a series of workshops based on Insights Discovery:

- Introduction to Insights

- Using Insights to adapt and connect
- Insights and Motivational Mapping explained
- Insights into high performing teams

3.4.4 Insights Discovery is also used in the matching process for the Mentoring programme, and some recruitment activity.

3.5 **Motivational maps** ©

3.5.1 A new opportunity was launched for every WH colleague to tap into their potential and uncover what truly motivates them through the Motivational Map © project. Used by companies as diverse as John Lewis, Ordnance Survey and Siemens, Motivational Maps are described as “an insightful journey of self-discovery designed to enhance your personal and professional growth”.

3.5.3 Motivational Maps can help individuals to:

- Uncover their passions.
- Boost job satisfaction.
- Work together effectively.
- Identify personal growth opportunities through self-reflection and self-improvement.
- Plan their career path.

3.5.4 In total **562** Motivational Maps were completed as part of the project; achieving an **84% completion rate** (traditional employee engagement surveys are considered successful if they achieve a 50% response rate).

3.5.5 Office-based staff received their survey online, whilst our operative colleagues were invited to attend one of 14 face-to-face sessions delivered by the team. Everyone who participated has received their individual Motivational Map.

3.5.6 The **Motivational Audit Score** is a snapshot of how the organisation feels their top three motivators are currently being satisfied at work. The results show that WH was **67% motivated** in its work. This means that employees have a high level of motivation and are motivated to enjoy their situation. The issue for them is in one or two motivational areas where small improvements could make a big difference and motivate them further.

3.5.7 This data is being used to support employee and team engagement activities, with “You said, We did” featuring regularly in the Chief Executive’s six-weekly all staff briefings.

3.5.6 More detailed information can be found appended to this report in **Appendix 3**.

3.6 **Board development**

3.6.1 Board Strategy Away Day events are held during the year; these meetings have included a range of agenda items covering Leadership, Strategy, Governance, and Finance. The

Board development programme activity will restart in September 2024 once new Board members have been formally appointed.

3.7 Mentoring programme

3.7.1 The Mentoring programme continues to provide the opportunity for a traditional mentor: mentee relationship, as well as reciprocal relationships with the refreshed programme, based on participant feedback, launched in 2022.

3.7.2 Recent mentee feedback includes:

- “I also found the confidence to apply for a new job and was able to secure it, and with their support, I am certain I would not have had the faith in myself to achieve that”.
- “I feel a lot more confident and have taken on bigger opportunities... something I wouldn't have dreamt of before”.
- “I am a much more well-rounded individual and a more valuable asset to Wolverhampton Homes. This will not only benefit me, but the colleagues I work with and the environment I work in”.

3.7.3 More detailed information can be found appended to this report in **Appendix 4**.

3.8 Training and skills matrices

3.8.1 Work commenced in Q4 to create Training and Skills matrices for every role and employee in the organisation. This work will inform the planning and delivery of future learning and organisational development activities. It will also form part of the evidence to the Regulator of WH's compliance with the Competence and Conduct Standard and activity includes:

- Building Training and skills matrices enables the completion of a Learning Needs Analysis (LNA). Forming part of the Learning cycle, LNA is a process to identify the gaps between the actual and the desired knowledge, skills, and abilities (KSAs) in a job.
- Members of the team have held a series of meetings with managers, Heads of Service, Directors, and the Chief Executive to complete the matrices. In total 174 individual roles have been reviewed and the training and skill levels requirements mapped.
- The final LNA report is currently being produced by the team for presentation to SMT in the coming weeks.

4.0 Early careers

4.1 Apprenticeships

4.1.1 There are 25 apprentices on programme from cohorts recruited in 2021, 2022, and 2023:

	2021	2022	2023
Trades	7	8	6
Office	0	0	4

4.1.2 There are also nine employees completing courses of professional study via an apprenticeship route:

Apprenticeship Standard	Number
Fire Safety Inspector (Level 4)	4
Construction, Design & Build Technician (Level 4)	3
Learning & Development Consultant Business Partner (Level 5)	2

4.1.3 WH has made use of the apprenticeship levy to fund the training costs of all its apprentices. Apprentices study with a range of training providers as not all apprenticeship standards being studied are available through the College of Wolverhampton, and in a variety of ways including day or block release and virtual.

4.1.4 The organisation continues to sponsor the Large Employer at the Express & Star annual apprenticeship awards, winning Apprentice of the Year in the Construction category for two years running:

- Connor Smith, Apprentice Plumbing & Domestic Heating Technician – 2022 winner.
- Ravel Wallace, Apprentice Plumbing & Domestic Heating Technician – 2023 winner.

4.2 Management trainees

4.2.1 Of the six Management trainees recruited in 2022, one was in the final year of a Bachelors degree in construction management; the other five joined WH with no formal construction and the built environment qualifications and have been studying for their HNC in Building Studies since the start of their employment.

4.2.2 The degree student graduated in the summer of 2023 and has gone on to secure a permanent position with WH as a Property Supervisor and is currently gaining valuable experience supervising a team in Response Repairs.

4.2.3 The HNC students currently await their results before undertaking a professional discussion to complete this first stage of the career journey with WH. On successful completion of both of these activities, they will progress on to study Bachelors degrees in their chosen discipline. At the current time it looks likely that all five will take a surveying / construction management type career route.

4.2.4 The recruitment campaign launched in June 2024 for a cohort of Management trainees, offers five opportunities: three into a construction and the built environment career path and two into housing management as an expansion of WH's Management trainee development programme.

4.2.5 There are also six employees undertaking professional qualifications through the direct study route. They are all enrolled on the HNC in Building Studies at the University of Wolverhampton.

4.3 **The REACH programme**

- 4.3.1 WH formally launched the REACH programme on 17 May 2023, following two small pilots earlier in the year and during the year, ran five successful cohorts with three REACH participants going on to secure employment with the organisation: two as Apprentices and one as a Customer Service Advisor in Homes Direct.
- 4.3.3 More detailed information can be found appended to this report in **Appendix 5**.
- 4.3.4 The programme has been reviewed and feedback used to revise its format and also the methods used to “recruit” participants. The Early Careers Coach now attends The Way Youth Zone weekly to take live referrals from the DWP Work Coaches based there, as well as the team moving to run a recruitment campaign through the new Applicant Tracking System with the support of the Talent Attraction & Resourcing Specialist.
- 4.3.5 There continues to be a challenge in the conversion rate of applications to attendance at Open days and commencement on programme, which to a large extent is outside the team’s control (more detail in Appendix 4).
- 4.3.6 Cohort 6 is currently in progress, with seven young people spending six weeks with the organisation gaining valuable employability skills and work experience.

4.4 **T levels**

- 4.4.1 T levels are an alternative to A levels, apprenticeships and other 16 – 19 age range courses. Equivalent to 3 A levels, a T level focuses on vocational skills and can help students into skilled employment, higher study, or apprenticeships. Each T level includes an in-depth industry placement that lasts at least 45 days. Students get valuable experience in the workplace; employers get early sight of the new talent in their industry.
- 4.4.2 WH has provided industry placements to two T level students during the year:
- Level 3 Design, Surveying and Planning for Construction.
 - Building Services Engineering with Electrical Specialism Pathway.
- 4.4.3 The Early Careers team are in discussions with Wolverhampton College regarding opportunities to expand this offering to young people in the new academic year.

4.5 **Work experience (WEX) programme**

- 4.5.1 The team have reviewed and refreshed the WEX programme offered to school/college students, and in the year six students spent time with WH completing their work experience, with one going on to join the REACH programme.

4.6 **Mentors and buddies**

- 4.6.1 WH's early careers programmes are supported by colleagues across the business who provide mentoring and support to each young person.

5.0 **Talent attraction and recruitment**

- 5.1 Talent attraction and recruitment activity formally transferred from HR to L&OD in Q4 2023 - 2024. This transfer coincided with the launch of the new Applicant Tracking System (ATS) procured as part of the organisation's membership of WM Employers.
- 5.2 A small project team worked with the supplier and members of the WM Employers team to design, build, and test the new system during January and February. The ATS launched successfully on 04 March as planned, and WH was the first organisation in this phase of the project to post a live job vacancy. Since then, the new Talent Attraction & Resourcing Specialist has managed 25 recruitment campaigns. There are 2,525 candidates registered in the portal, of which 2,512 are active.
- 5.4. A total of 2,976 applications have been received, and 211 interviews held. Some previously hard to fill positions have been successfully recruited for, however, the challenge to recruit Assistant Property Supervisors, Property Supervisors, and Trades operatives continues.

6.0 **Financial and value for money implications**

- 6.1 Where learning and development interventions need to be bespoke to WH, the team are working with subject matter experts (SMEs) to create and deliver these interventions in-house, e.g. Damp, mould and condensation awareness or Customer service skills.
- 6.2 Where possible and effective, remote, digital, or a blended delivery approach is used to reduce time out of the business, travel time, and cost, e.g. all of our leadership and management development programmes are delivered virtually via Zoom, and almost all of our statutory and mandatory learning is delivered via MLH.
- 6.3 Where the need is more generic (e.g. leadership and management) or needs to be accredited (e.g. UKATA asbestos) the team engage with training providers that are based in or around Wolverhampton, wherever possible.
- 6.4 Being able to design and build eLearning courses, produce bitesize systems-related training videos (e.g. NEC or iPads), curate and manage content and administer MLH in-house contributes significantly to WH's VFM aspirations. According to data from the eLearning industry, an hour of online learning content takes circa 100-160 hours to produce at an average cost of circa £17,000.
- 6.5 Bespoke learning pathways such as See it, report it, Customer service – Making a difference, Managing Safely annual refresher, would have accrued a significant cost if designed externally. The new "Housing & regulation essentials" course, at circa 2.5 hours long, would have cost at least £40,000.

6.6 Using design and delivery expertise within the team, as well as developing internal technical experts via accredited train the instructor programmes has realised significant cost savings compared to utilising external training providers, contributing to WH's VFM strategy. In some instances, external provider costs would have made some critical activity unviable. In total, in-house design and delivery has realised approx. £151,950 savings. More details of this work can be found appended to this report in **Appendix 6**.

7.0 Legal and regulatory implications

7.1 The Social Housing (Regulation) Act 2023 introduces significant changes for the social housing sector, including the Competence and Conduct Standard on 1 April 2025. This standard necessitates that all staff involved in housing management services are fully skilled and performing effectively to meet enhanced regulatory requirements.

8.0 Human resources implications

8.1 To deliver best in class and fit for purpose people development interventions, the team require ongoing continued professional development to keep their skills current and best in class. This is reflected in the Training and skills matrices.

9.0 Health and safety implications

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

9.2 All REACH participants and school WEX students on placement in the Property Services directorate are issued with relevant uniform and PPE.

10.0 Equalities implications

10.1 Has an equality impact assessment (EIA) been carried out? **Yes**

10.2 An EIA was completed for the People & OD Strategy 2023 – 2025 and the Head of People and the Head of OD attended the Equalities Circle Forum to present it, in accordance with due process.

11.0 Equality, Diversity and Inclusion activity and impact on customer

11.1 Equality statistics are gathered for all solutions delivered either face-to-face or virtually and all digital training that is statutory or mandatory in MLH. These details are included in the annual EDI report presented to Board by the Head of People.

11.2 WH is proud of its diverse workforce, representative of the city and communities it serves.

12.0 Impact on the environment and community

12.1 Local residents are encouraged to apply for the opportunities available as we continue to support the Council's commitment to the city: specifically, to providing opportunities for the young people of the city.

12.2 Local residents are benefitting from investment in skills leading to better employment opportunities and 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 award winning employment provider within the city.

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

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 aligned to the Consumer standards will have a positive impact on relationships with suppliers, customers, and others through improved skills and competencies shown by the workforce, improving the quality of service provision

15.0 Impact on Wolverhampton Homes' Management System

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

16.0 List of Appendices

16.1 Appendix 1: Digital learning

16.2 Appendix 2: Face-to-face / virtual learning

16.3 Appendix 3: Motivational Maps

16.4 Appendix 4: Mentoring programme

16.5 Appendix 5: REACH programme

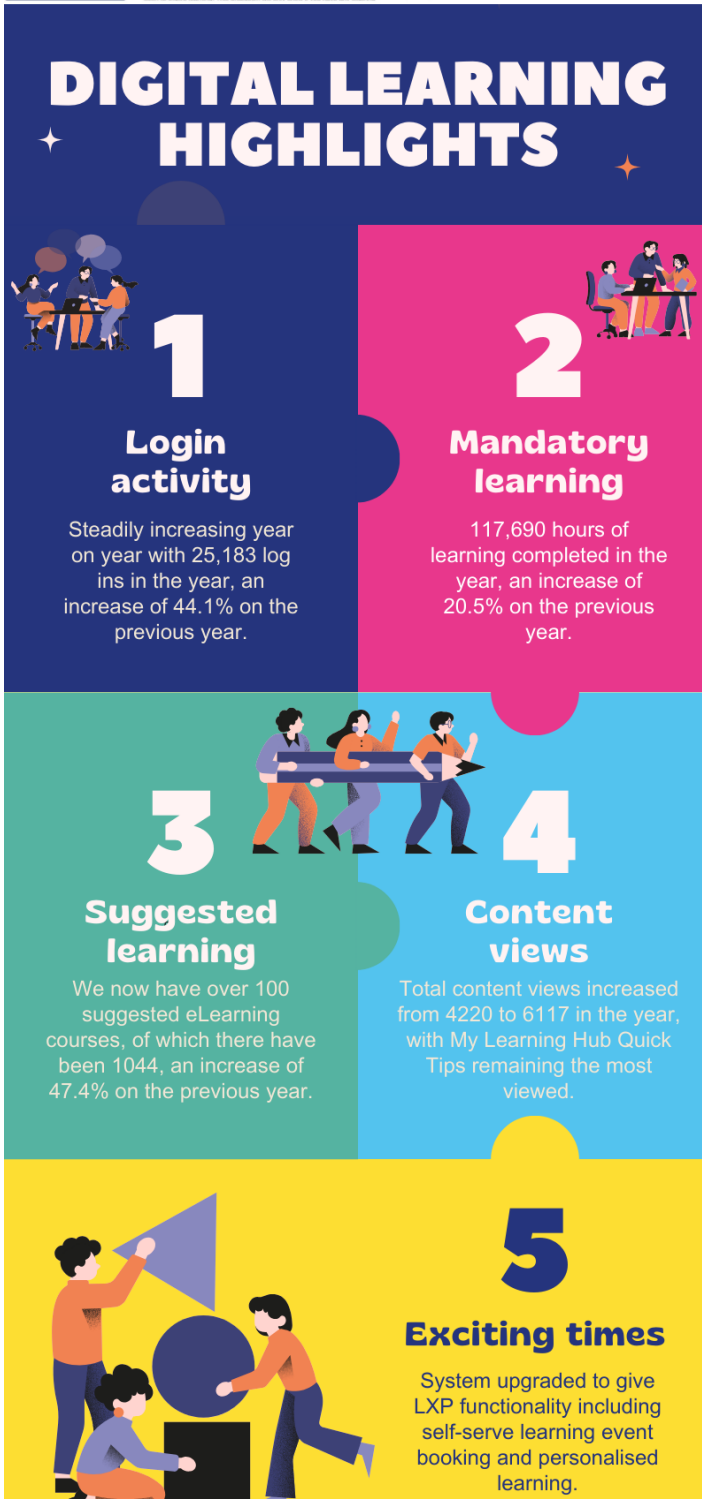
16.6 Appendix 6: In-house v's external training provider cost savings analysis

Appendix 1: Digital learning



Top 20 most viewed Suggested learning:

Suggested eLearning Title	Completions
Employee Risk Alert System (ERAS)	99
iAm - Building Your Personal Brand	34
iAm - Preparing for 1-2-1s	28
iAm - Connecting with Your Business Goals	27
iAm - Find Your Professional Voice	26
PeopleSafe - Personal Protection Training	26
iAm - Find Your Professional Self	25
iAm - Showcase Your Accomplishments	22
iAm - Dealing with Stress	21
iAm - Dealing with Stressful Situations	21
iAm - The Power of a Mentor	21
iAm - Increase Your Influence	19
iAm - Sleep Problems	19
The power of volunteering	19
iAm - Panic Attacks	17
iAm - Responding to Difficult Events	17
iAm - Workplace Mental Health	17
iAm - Ask for Help	16
iAm - Understanding Anxiety	16
iAm - Communication skills	15



Top 20 most viewed Content:

Content Title	Views
My Learning Hub - Quick tips	1882
Coaching and career conversations	250
WH - Values Framework & 121s	204
WH values framework	172
Enterprise: Information@Work video playlist	134
Mentoring first meeting checklist	120
Searchlight training pack	120
PeopleSafe - Personal Protection Training	112
WH Values based - 121 Form	107
Induction & onboarding documents	105
Mentoring agreement	101
BPSS Form	99
Induction process	95
NEC Tutorials - Housing playlist	94
One-to-ones - Guidance for team members	85
Mission Vision and Values	80
Searchlight Declaration	79
Manager View - Quick tips	79
One-to-ones - Guidance for managers	71
Mentoring monitoring form	67

Appendix 2: Face-to-face / virtual learning

A year of learning & development

Health & safety / compliance

- Manual handling
- Tetra
- Health, safety & alert induction
- Site safety plus CITB
- Site Supervisor Safety Training Scheme (SSTS)
- Working at height
- Power tools
- Housing health and safety rating system (HHSRS)
- Managing safely
- Emergency first aid
- Full first aid
- Fire marshall
- Damp, mould and condensation awareness
- UKATA Asbestos awareness
- UKATA Asbestos operative (licensed)
- UKATA Asbestos Supervisor (licensed)
- UKATA Asbestos New supervisor (licensed)
- UKATA Asbestos manager (licensed)
- QC waste
- AICO smoke a
- AICO CO alarm
- PASMA
- Personal safety
- Gas - ACS
- CCTV surveillance
- CSCS tests



Professional development

- Corporate induction (incl. Customer service & Insights)
- Trusted assessor
- ILM L5 Management development programme
- NEC - Enterprise
- NEC - Northgate
- Customer service - Make a difference
- Customer service - Toolbox talks pilot
- Housing Law - Back to basics
- SQL
- Requisitioner workshop
- Motivational mapping
- Insights Discovery
- Homeless services upskill
- Introduction to housing and homelessness (for non-housing advisors)
- Designing for dementia
- Presentation skills
- Embracing change
- HR magic
- Advanced Excel
- Excel for beginners
- Welfare rights
- Women in leadership
- Minute taking



8,597 hours

1,974 learners

61 course titles

Appendix 3: Motivational Maps



Introduction:



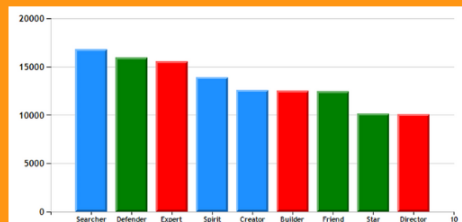
Motivational Maps is a unique and significant contribution to the field of motivation and differs from any existing model in several ways. The model identifies three primary sources of motivation which are correlated to our "self-image, self-esteem, and ideal self". This divides the nine workplace motivators into three clusters orientated around past, present, and future.

The nine motivators are defined as:

DEFENDER - the need for security
 FRIEND - the need for belonging
 STAR - the need for recognition
 DIRECTOR - the need for control
 BUILDER - the need for material gain
 EXPERT - the need for knowledge
 CREATOR - the need to create
 SPIRIT - the need for independence and freedom
 SEARCHER - the need to make a difference



WH's motivator profile:



67%

What employees would change:

The basics - welfare facilities, meeting space, van fleet, work/life balance, pay.

The work - more time to do jobs, planning and organisation, team work and collaboration.

Company practices - more communication, less emails, decent working mobile, better systems

Leadership - closer working relationship with managers, praise and recognition, clear goals

Performance - positive feedback, career development, staff voice network, one-to-ones



"Instead of trying to manipulate behaviour, why not seek to understand the drivers of behaviour instead?"

Appendix 4: Mentoring programme



01

**APPLICATIONS
RECEIVED**

27
(6 mentors, 19
mentees, 2 reciprocal)

02

**PAIRS MATCHED /
CONCLUDED**

9 matched
12 concluded

03

ACTIVE RELATIONSHIPS

11

04

SESSIONS / HOURS

55 sessions
110 hours

05

NPS SCORES

100% - mentees
90% - mentors

06

CAREER SUCCESSES

3

Appendix 5: REACH programme



Appendix 6: In-house v's external training provider cost savings analysis

1. Working at height

Activity	Actual cost / saving	Average external cost
Working at height instructor course (2 instructors)	£1,590 cost	
Basic WAH/Safety harness course – 215 learners		£35,475
In-house training delivered to 215 learners	£33,885 saving	

2. Tetra

Activity	Actual cost / saving	Average external cost
Tetra training instructor course (2 instructors)	£1,590 cost	
Tetra course – 49 learners		£8,085
In-house training delivered to 49 learners	£6,495 saving	

3. Managing safely

Activity	Actual cost / saving	Average external cost
In-house design & in-person delivery – 144 learners	£3,137.40 cost	
External delivery – online (£125 ppn) – 144 learners		£18,000
External delivery – in-person (£500 ppn) – 144 learners		£72,000
Savings from in-house in-person delivery	£68,863 saving	

4. Customer service

Activity	Actual cost / saving	Average external cost
In-house in-person delivery – 402 learners – 35 days	£4,885 cost	
External delivery – in-person – 35 days		£47,600
Savings from in-house in-person delivery	£42,715 saving	


Total savings from in-house design and delivery v's external providers = £151,958 approx.

5. Replacing printed books with App on iPads for CSCS test revision

Activity	Actual cost / saving	Average external cost
Printed book – cost per book	£12.95	
App download to iPads – cost per person	£6.99	
Downloading as required year on year not in bulk		

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Board Report

	Agenda Item 8
	<p>19 June 2024 Damp, Mould & Condensation mitigation activity update.</p>
	Confidential Report
Status:	For Information
Author and job title:	Ian Gardner – Director Property Services
Contact No:	07971 021420
Recommendations:	Board Members are asked to note the current and planned activity to reduce Damp, Mould & Condensation risks arising for customers and the company.
Key risks and contentious issues:	<p>The company has statutory duties under The Health and Safety at Work Act and a wide range of legislation related to the maintenance of the housing assets under its control, as defined within the Management Agreement with the City of Wolverhampton Council.</p> <p>The company manages a range of assets, that if not adequately maintained, inspected, tested, or serviced, may cause injury, death or disease to customers, colleagues or the public.</p> <p>The company may be vicariously liable for the omissions or failures leading to injury, death or disease of an employee or contractor engaged or managed by Wolverhampton Homes.</p>

	<p>The presence of damp, condensation and mould in our homes can create a hazard to the health of its occupants.</p> <p>Ongoing media reports exposing the prevalence of mould in social housing across the country also creates a reputational risk for Wolverhampton Homes and the City Council, with the number of damp, mould or condensation related service requests having increased significantly since November 2022.</p> <p>Government consultation regarding the introduction of 'Awaab's Law' may have significant financial and operational implications for the company.</p> <p>Customers experiencing financial hardship resulting in inadequate use of heating and/or ventilation can increase the risk of Damp, Mould & Condensation.</p>
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Management Summary

1.0 Purpose

- 1.1 To provide a further regular update to Board of the activity undertaken across Wolverhampton Homes to mitigate the risks associated with Damp, Mould and Condensation in the homes under its management.

2.0 Background

- 2.1 In October 2021, the Housing Ombudsman issued their report '*Spotlight on: Damp and mould. It's not lifestyle*'. <https://www.housing-ombudsman.org.uk/wp-content/uploads/2021/10/Spotlight-report-Damp-and-mould-final.pdf> This included numerous recommendations for the sector.
- 2.2 On 15 November 2022, a Coroner's report ruled that 2 year old Awaab Ishak died after prolonged exposure to damp and mould at his family's home in Rochdale. The Coroner also issued a Regulation 28 Report to the Secretary of State for Levelling up Housing & Communities and the Secretary of State for Health on the 16 November 2022.
- 2.3 This followed with the Secretary of State for Levelling up Housing & Communities writing to all housing providers on the 19 November 2022 raising concerns with the 'quality' in social housing.
- 2.4 The joint Wolverhampton Homes and City Council Damp, Mould and Condensation Working Group, formed in early 2022, is now a permanent 'Healthy Homes Committee' that continues to meet on a 6-weekly cycle. This committee includes colleagues from WH and the Council.

2.5 Wolverhampton Homes, along with Council colleagues, has continued to target reports of damp, mould or condensation from customers and has worked with its partners to develop predictive data to proactively identify 'at risk' homes.

2.6 Regular activity updates are presented to Board and the City Council.

3.0 Damp, Mould and Condensation (DMC) Service Requests

3.1 Since the 16 November 2022, the housing sector, including WH, has experienced a significant increase in DMC related service requests from customers. This is believed to be linked to increased awareness of the health effects of mould in their homes, colder winter temperatures and more customers struggling to heat their homes due to the increased cost of living and energy. WH has also been proactively canvassing customers to report any concerns or instances of DMC since the Autumn of 2022.

3.2 From April 2023 to end of March 2024, the company undertook 4,527 inspections following DMC related service requests or where issues had been identified by the company, for example through routine servicing visits, via See-It-Report-It or property condition surveys. 2,497 of these (over 50%) had been undertaken since the November 2023. A further 828 have been completed during April and May 2024.

3.3 WH has previously committed to visit all homes who have reported any scale of DMC issue or concern. During recent months, feedback from home inspections has identified a high proportion of very minor mould being present. This is typically around windows, bathroom seals, grouting etc. and can often be removed with household proprietary cleaners.

3.4 WH is currently continuing to raise works orders for all mould treatment and property related cleaning and remedial works. The average cost of resolving any immediate mould hazards is approximately £150. Additional, repair works that may include plastering, installation of fans, etc is currently, on average, circa £600 per property.

3.5 To resource the fourfold increase in DMC related service requests, WH has continued to reallocate a range of staffing and contractor resources to ensure we react to the increasing service requests and complete any arising works as quickly as possible following the initial risk assessment. This has included response repairs teams being supported by colleagues from across the company, use of overtime and recruitment of additional trades colleagues, including painters.

3.6 Contractors have also been requested to increase their labour resources. This has had limited success due to the continued region wide shortage of suitable labour and similar demands from other housing providers. WH has therefore reprioritised projects to mitigate DMC risks as far as reasonably practicable.

4.0 Performance Management

4.1 Customer reports have been consistently high during the winter months. All reports of DMC are targeted to be inspected within 14 calendar days of being reported, subject to

access. Overall inspection performance for 2023 – 2024 was 77.9% completed within 14 calendar days and 67.7% of DMC related works orders completed within target.

- 4.2 Our Healthy Homes Advisors continue to support customers in undertaking basic cleaning and providing advice and guidance regarding heating, ventilation, and condensation control. Where remedial works or specialist treatment is required, these are undertaken by the in-house trades team or external contractors.
- 4.3 Performance related to the completion of works orders was affected by the mobilisation of a new contract in August 2023. The supplier's performance is under continuous review and regular contract administration meetings are held with their directors and our management team. Larger projects, typically plastering, were affected by the Christmas and New Year close down as customers are often reticent to commence major works during December.
- 4.4 Due to the very high volume of reactive service requests received since January 2024, WH has been unable to commit resources to undertake planned proactive preventative visits or 6/8 week rolling follow up assurance inspections. Subject to improving weather conditions and successful recruitment, it is intended to commence these proactive assessment visits from July 2024.
- 4.5 A new dedicated DMC and Disrepair Team was formed in April 2024, led by an experienced repairs manager. The new focussed team has already led to a number of service improvements that will improve our overall service levels for these critical areas of activity.

5.0 Proactive Risk Analysis and Investment

- 5.1 The company moved to a risk-based approach in April 2023. This utilises internal and external resources more effectively and ensures higher risk homes receive swifter intervention.
- 5.2 From April 2023, less than 3% of homes were assessed as being Category 1, approximately 43% were amber, with over 54% green, with only minor areas of superficial mould being visible.
- 5.3 The Healthy Homes Committee has recently developed our new DMC Management Plan (see Appendix 1). This details our approach and sets out our risk assessment protocols, to ensure a systematic and robust approach to hazards and risk management. The Management Plan encompasses the principles of the Housing Health and Safety Rating System and the anticipated approaches in the forthcoming Awaab's Law. It also reflects recent updates from the Regulator of Social Housing, Housing Ombudsman and the Department of Levelling up, Housing and Communities.
- 5.4 Three new full time 'Healthy Homes Advisors' (HHA) were appointed in May 2023 and, are providing first line person centred support for customers when they undertake visits to customers' homes to investigate concerns of DMC. A vacancy has arisen, and recruitment is in progress. This team investigates the root causes of damp or condensation, identify basic remedial actions, undertake small areas of mould

treatment, and provide humidity management advice. The risk based methodology also ensures a consistent approach to their findings, with access to technical surveyors or external specialists available to them as necessary.

- 5.5 Three new painters were also employed by the company in January 2024, and these now work very closely with the HHA's and other inspectors, with any urgent mould treatment works often being completed the same day as the initial visit.
- 5.6 Historical revenue financial liabilities for DMC related repairs and mould treatment (excluding major/ capital works) were on average £314,000 per annum. However, this has increased to over £1.3 million per annum following the WH communications campaign, Coroner's ruling, national media interest and cost of energy crisis. This trend is being regularly monitored and WH is closely liaising with the Council's Finance Team to identify additional financial resources to support the WH Management Fee.
- 5.7 A revision to the strategic investment programme, which underpins the Council's 30-year HRA Business Plan, was approved by the Cabinet in January 2024. This sets out the investment priorities and timescales for further improvements to the Council's housing stock by making them safer, maintain decency and more energy efficient. This included the acceleration of work to improve thermal performance and ventilation to the Vauxhall, Boscobel and Chetton Green high-rise estates. However, the introduction of the Building Safety Regulator and their new project approval process may delay these works commencing.
- 5.8 A retrofit project, focussing £29.7million of improvements to 503 non-traditionally constructed and energy inefficient homes by 2025, commenced in May 2023. These specifications have been carefully designed to PAS2035, to ensure that after the retrofit works have been completed, environments are created that eliminate the risk of a build-up of excessive moisture in homes, therefore diminishing any future DMC risks.
- 5.9 WH has further refined its Predictive Data Analytics tool in collaboration with our ICT system provider, NEC (formerly Northgate), Guinness Partnership, PA Housing and Places for People. Using complex algorithms, this tool analyses a wide range of data including, property attributes, weather, location, customer profile, including known vulnerabilities, and household financial information, to predict homes that may be at a greater risk of mould forming.
- 5.10 To enhance our 'data driven decision making' Predictive Data Analytics, along with a detailed assessment of our stock condition data, is being used to develop additional planned improvements to our housing stock, including potential internal insulation and ventilation programmes. These programmes will improve housing conditions and reduce the financial burden on response repair budgets.

6.0 Partnership Working and Health

- 6.1 WH is continuing to work with a range of national and local organisations to improve its response to DMC hazards, enhance customer safety and develop sector best practice and approaches.

- 6.2 WH is a member of the National Housing Maintenance Forum (NHMF). This includes representatives from national registered providers and contractors. The forum regularly engages with a range of Government Departments, the Regulator for Social Housing, and the Housing Ombudsman. WH's data analytics system has been showcased at the NHMF annual conference, that has led to the formation of a national DMC Taskforce, with representatives from WH in regular attendance.
- 6.3 WH are also working with Oxford Brookes University to enhance the use of Artificial Intelligence to assist with repairs triaging within Homes Direct and to improve diagnosis of root causes of DMC within our homes. WH is also collaborating with other landlords to share and develop best practice within the new national Healthy Homes Hub.
- 6.4 WH is also now represented at the Black Country Health and Housing Forum. This forum is facilitated by the Black Country Integrated Care Board (NHS) and most key registered housing providers operating across the area. The aims of the forum include;
- Accelerating transformation and collaboration with partners
 - Setting Asthma Friendly Homes Standards
 - Improving access to health care services of those living in social housing
 - Addressing child poverty and improving paediatric pathways
 - Reducing health inequalities
 - Developing healthy homes toolkits
 - Promoting the use of customer 'health champions'

7.0 Communication Campaigns

- 7.1 Regular and effective communications with customers is key in minimising the instances and effects of DMC, maintaining healthy homes, and ensuring wider home safety, i.e. fire and security. We use a range of targeted and general media tools, including emails, leaflets, newsletters, and social media. Our HomesTalk email, focussing on DMC, was opened by almost 7,000 customers and there were almost 800 'opens' of our Heath Town newsletter that also discussed DMC and support available.
- 7.2 Our Communication Team are standing members of the Healthy Homes Committee, and a yearly communication plan has been developed. This reflects changes in the seasons and provides a range of helpful advice and guidance to customers to minimise the risks of DMC and what corrective actions may be required by the occupants and WH.
- 7.3 We continue to provide money matters advice and signpost customers to a range of financial support services.
- 7.4 WH regularly provides information and support to customers in how to report repairs or make complaints and encourages customers always to contact us and avoid using external claims management companies or respond to cold calling from potentially exploitative organisations.

8.0 Disrepair Claims (Section 11's)

- 8.1 WH continues to have a strong working relationship with the Council's Legal Team with regular liaison meetings being undertaken to review defence approaches and resource levels. A new dedicated DMC and Disrepair Team was formed in April 2024 and the Legal Team now regularly work alongside them at Tarmac Road Office, to review ways of working and undertake case management.
- 8.2 The number of claims received by the Council continued to fall overall during 2023 – 2024 to 230 from 261 the previous financial year.
- 8.3 To reduce DMC related risks, the Legal Team now triage every Letter of Claim and where there is any reference to DMC or leaks this is brought to the immediate attention of the repairs team at WH, where an inspection is carried out within 10 working days.
- 8.4 To reduce access issues, as reflected in the new Access to Homes Policy, Legal services also now inform the tenant's solicitor that where an allegation of DMC is made, it is their policy to inspect the property within 10 working days. In the event of any remedial works being required, they will be advised of the scope of works to be undertaken and anticipated start and completion dates.
- 8.5 WH has appointed additional surveyors and contractors to respond to the increase in claims being processed by the Council's Legal team. Further supplementary procurement activity is in progress and our general building contractor, Morgan & Bond Ltd, continue to attempt to recruit additional trades persons. WH is also continuing in its attempts to recruit additional trades. Trade colleagues from within the in-house team are supporting repairs associated with claims within the new DMC & Disrepair Team, in addition to routine DMC, activity, emergency & planned repairs and voids, to reduce further legal and compensation costs.
- 8.6 Through our collaborative approach with the Council's Legal Team and continuous process improvements, the Council is now repudiating circa 84% of claims. Where these cannot be satisfactorily defended, legal and compensation costs associated with disrepair claims are approximately £1,050 for damages per claim, with tenants often receiving far less. Typical legal/ defence costs are currently averaging £2,700 per claim. The current average works cost is circa £1,500.

9.0 Awaab's Law

- 9.1 In January 2024 the Secretary of State for Levelling Up, Housing and Communities commenced an eight-week consultation for a proposed 'Awaab's Law'. WH responded to the formal consultation and has provided supplementary information to DLUHC and the National Federation of ALMO's.
- 9.2 The draft proposals, in their current form, do create some financial and operational risks for the Housing Sector, including WH. These are due to the scope of Awaab's Law potentially including all 29 hazards defined within the Housing Health and Safety Rating System, and not only damp or mould related matters as originally expected.

- 9.3 The draft proposals will significantly increase inspection durations, including the requirement for 'written summaries' (plans of work and findings) to be prepared for all 'hazardous' reports. Timescales for remedial works are likely to increase costs, as more activity will need to be undertaken on a reactive basis. Furthermore, costs associated for temporary accommodation may increase, due to the new need to consider each families vulnerabilities and concerns, including those related to overcrowding, noise, fear of crime and Anti-Social Behaviour.
- 9.4 It will be for the landlord to 'prove' and evidence there is no 'significant' risk to the individual occupants to abate Awaab's Law. The current proposals also conflict with existing repair legislation, therefore potentially creating confusion and opportunities for further Disrepair Claims to be made.
- 9.5 Excluding the current unquantifiable impact of Temporary Accommodation, the current proposals are projected to increase the company's revenue liability by circa £780,000 per annum.
- 9.6 The company will again review its Repairs and Maintenance Policy upon publication of the Awaab's Law, to ensure compliance. Any revisions are subject to customer consultation and further Board approval.

10.0 Financial and value for money implications

- 10.1 There are no direct financial implications arising from this report.
- 10.2 Existing budget management arrangements will continue to closely monitor the financial liabilities arising from DMC related service requests and support provided to customers.

11.0 Legal implications

- 11.1 This ongoing activity contributes to the company fulfilling its legal obligations under the Health and Safety at Work Act 1974 and a wide range legislation related to the maintenance of the housing assets under its control.
- 11.2 This report supports the company's compliance with a wide range of legislation, related to the maintenance of the housing assets under its control.

12.0 Human resources implications

- 12.1 There are no direct HR implications arising from the introduction of this report.
- 12.2 Some colleagues may require additional or ongoing training to meet the requirements of the emerging legislation. Any significant changes to job roles, will require Job Descriptions to be reviewed under existing People Deal arrangements.

13.0 Health and safety implications

13.1 This report underpins Wolverhampton Homes commitment to the health, safety, and wellbeing of its customers. It is the company's aim to exceed, where possible, the minimum health and safety legislation and adopt best practice.

14.0 Equalities implications

14.1 There are no direct Equalities implications arising from this report.

14.2 Ongoing monitoring of customer data relating to service requests or higher risk properties will continue to be monitored to ensure there are no direct or indirect adverse effects towards any Equality Groups. If any are identified, corrective action will be undertaken and reported to Communities and Service Delivery Committee.

15.0 Impact on the environment and community

15.1 No new significant environmental or community impacts are anticipated from this report.

16.0 Long term consequences for the company

16.1 Continuing to adopt effective and proactive management systems will balance customers' priorities, within available repairs and maintenance budgets, and ensures compliance with relevant regulatory standards.

17.0 Impact on business relationships with suppliers, customers and others

17.1 No significant impacts on external stakeholders are anticipated from this report.

17.2 Ongoing demands on our supply chain will continue to be managed through existing contract administration arrangements.

18.0 Impact of Covid-19

18.1 It is possible that some repairs being delayed as a result of pandemic lockdowns has contributed to the increase in Disrepair Claims being received.

19.0 Impact on Wolverhampton Homes' Management System

19.1 There are no direct Wolverhampton Homes' Management System implications arising from this report.

20.0 List of Appendices

Appendix 1 – DMC Management Plan

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Damp, Mould and Condensation (DMC) Management Plan - Standard Operating Procedure

2024

Monitoring and review

Document owner	Approved by	Authorised by	Effective date	Review date
Repairs Manager	Neil Causer	Healthy Homes Committee	2024	TBC
Andrew Taylor	Head of Housing Maintenance			

Document History

Version	Summary of changes	Document Status	Date
V1.0	New procedure	Draft	2024

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1.0 Purpose

Wolverhampton Homes works to ensure that everyone is able to live in a dry, warm and safe home. The impact that damp, mould or condensation (DMC) can cause to the health and wellbeing of tenants and their families is well documented. As a priority, Wolverhampton Homes will work with our customers to tackle damp and mould if it arises, and to prevent further issues wherever possible. Wolverhampton Homes' aim is to eradicate damp and mould and reduce the risks associated with DMC, where reasonably practicable.

We take any reports of DMC seriously and investigate to understand any health implications it may have on the occupants if left untreated, particularly to those customers with an identified vulnerability. Health risks can include respiratory problems and/or other conditions that impact on the immune system as well as having a potential impact on the mental health of our tenants.

This Management Plan and Standard Operating Procedure (SOP) underpins the corporate Repairs and Maintenance Policy to ensure our responses to DMC are systematic, risk assessed, robust and that the company can demonstrate all reasonable opportunities to proactively minimise the instances of DMC are taken and evidenced.

This Management Plan & SOP has been developed to specifically address the problems associated with damp and mould highlighted in the Ombudsman's report, '*Spotlight on Damp and Mould – It's not Lifestyle*' and the guidance published in September 2021. The plan also incorporates best practice and guidance from a wide range of sources.

Wolverhampton Homes has adopted a zero-tolerance approach to DMC. We will ensure any remedial work is completed within reasonable timescales and technical solutions and advice & guidance is provided to proactively identify and address underlying causes should DMC arise.

2.0 Scope

This Management Plan & SOP sets out Wolverhampton Homes' approach to the management of DMC and its response arrangements for those properties under its management control. We have processes in place to focus on how we will identify, resolve and prevent DMC cases, as well as how we will communicate with colleagues and tenants, in order to protect people from the adverse health effects of serious or persistent DMC that may occur in their homes.

The key aims of this document include raising awareness of the issues regarding DMC for those living in our homes and by setting out Wolverhampton Homes' zero-tolerance approach, in addressing and resolving reports of damp and mould.

The landlord and Wolverhampton Homes are not responsible for damp, mould or condensation issues arising within Leasehold or private properties, unless the damp is caused by a leak from a building element retained as the Landlord's responsibility. Defect rectification may be chargeable back to the Leaseholder.

Making good decorations remains the responsibility of Leaseholder. Leaseholders are encouraged to purchase Contents Insurance to insure against losses incurred due to leaks, fire etc.

The key objectives for Wolverhampton Homes are to:

- proactively prevent DMC occurring in properties wherever possible.
- ensure that repairs to alleviate DMC are carried out as quickly and efficiently as possible to minimise impact on the health of the resident and to prevent / remedy damage to the structure, fixtures and fittings of the property.
- raise awareness of issues relating to DMC, to ensure tenants are able to report concerns easily and in a way that suits them.
- provide access to information in a variety of formats and access to support, to help residents prevent and reduce risks of DMC in their homes.
- ensure that there a number of methods enable residents to easily report DMC, and that those reports are investigated in a timely manner.
- work with residents to reduce the number of complaints and disrepair claims relating to DMC, and where these occur ensure that they are investigated in a timely manner.
- to ensure all tenants are treated in a fair, respectful, empathetic and consistent way.
- use data to identify properties that may be at greater risk of DMC occurring to undertake proactive visits and inform programmes of investment activity.

3.0 Legal and Regulatory background

This Management Plan seeks to provide a framework of compliance of the following regulatory requirements;

- Landlord and Tenant Act 1985, Section 11 – requires the landlord to keep the property in reasonable repair. Wolverhampton Homes will respond to reports and undertake repairs, which are required to address damp and mould, within a reasonable timeframe.
- Housing Act 2004, Housing Health and Safety Rating System (HHSRS) – requires the local authority to take into account the impact of health and safety hazards in housing on vulnerable occupants, including children. This sets out the system used by local authorities to assess the condition of its stock and to ensure its housing meets the Decent Homes Standard (see <https://www.gov.uk/government/publications/a-decent-home-definition-and-guidance.2>)
- Environmental Protection Act 1990 – states that when the condition of a property causes someone to become ill or a sick person to deteriorate, the courts may be satisfied that it is prejudicial to health. DMC may be defects that are considered prejudicial to health.
- Defective Premises Act 1972 – sets out the duty of care to carry out repairs, ensuring that all individuals who could be affected by relevant defects are

reasonably safe from personal injury or damage to their property resulting from defects.

- Safety and Quality Standard (part of the Housing Regulatory Consumer Standards) requires registered providers to provide a cost-effective repairs and maintenance service and meet all applicable statutory requirements that provide for the health and safety of all occupants.
- Homes (Fitness for Human Habitation) Act 2018 – includes a requirement for residential rented accommodation is provided and maintained in a state of fitness for human habitation.
- Children Act 2004, Section 11 – sets out the duty to have regard to the need to safeguard and promote the welfare of children.

4.0 Definitions

CMA	Contract Monitoring Assistant
Condensation	When water vapour cools it condenses into water droplets that causes damp. In homes that have insufficient ventilation, water vapour caused by general home activities like washing and drying clothes or cooking condenses on walls – creating damp patches. This often occurs in areas of poor air flow and on cooler external walls.
Damp	The presence of moisture in a home where it should not be. Rising damp refers to moisture rising through masonry, often due to there being an insufficient damp proof course and a high-water table. Penetrative (or Traumatic) damp, where moisture enters a property due to a leak or opening in the building. Additionally, damp can be caused by water vapour in the air condensing on to surfaces like walls.
Dew Point	The atmospheric temperature below which water droplets begin to condense from the air
DMC Inspection Checklist	Checklist to assist inspecting Officers provide a consistent approach to diagnosis and remedial actions, use of Thermography, Moisture meters (Protimeters) Hygrometers and Thermometers.
Enterprise	Electronic Document Storage Software
HHA	Healthy Homes Advisor
Humidity	Concentration of water vapour in the air

Hygrometer	Instrument measuring the humidity of the air
Mould	Where dampness is present, mould spores can grow. Mould is often associated with condensation but can be seen anywhere there is moisture in a home and can occur with all types of damp. Black mould presents the biggest hazard to health.
NEC	Proprietary Housing Management Software
PS (APS)	Property Supervisor (Assistant Property Supervisor)
Thermography	Thermal Imaging to locate cold spots, measure temperature variation and water ingress / Damp

5.0 Identify

The following represent service areas (reporting channels) that may identify DMC and either resolve it directly or alert the DMC team for follow up action to be taken.

No.	Service Area	Summary of Contact with DMC
1.	All service areas / external sources:	See it, Report it (SIRI): Social workers, Occupational Therapy, Health Practitioners, Educational Establishments, Support Workers, Tenants Groups, Elected Members / MP – where referral or notification is provided.
2.	Assets and Stock Investment	DMC identified by Stock condition surveys and relayed to Repairs.
3.	Asset Sustainability (Sensors)	Humidity, temperature and Co2 sensors to alert occupant and WH to levels which may run the risk of propagating DMC.
4.	Capital Projects (SCP)	Strategic Construction Partnership and their supply chain
5.	Customer Contact and access services e.g. Homes Direct / CMC	Dedicated customer contact and access centre (24hr) including telephony, website, customer App based DMC.
6.	Customer Resolution Team	Non-escalated enquiries, Stage 1 & 2 complaints and Housing Ombudsman enquiries.
7.	Digital, Data and Analytics team	NEC Repairs DMC Predictive Analytics Module, Power- Bi & Business Intelligence dashboard.
8.	Energy and Climate Change team	Stock Condition, EPC and in-home sensor data
9.	Home Improvement Agency	Adaptations and Home improvement works.
10.	Legal Services (Disrepair & ADR)	Section 11 and 82 notices & Alternate Dispute Resolution.
11.	Voids	The refurbishment of empty homes for re-letting.

5.1 Standard Operating Procedure for identification and / or re-direction.

No.	Service Area	Summary of Contact with DMC
1.	All service areas / external sources:	<p>Any Wolverhampton Homes colleagues who visit properties are trained in the DMC module of See it – Report it (SIRI). SIRI is an internal reporting tool to allow colleagues a way of reporting issues including DMC particularly those staff who carry out visits to customers' homes including:</p> <ul style="list-style-type: none"> • Tenancy Officers • Trade colleagues <p>Referrals may also be received from external partners:</p> <ul style="list-style-type: none"> • Contractors • Educational Establishments • Elected Members / MPs • Fire and Rescue Service • Health Practitioners • Occupational Therapists • Social Workers • Tenant and Resident Groups • Youth and Support Workers • Any other colleagues or partners <p>A designated officer will direct any DMC issues to the Healthy Homes Team inbox HealthyHomes@wolverhamptonhomes.org.uk and DMC Repairs Manager.</p> <p>Assistant Property Supervisor appointment scheduled with the customer (see Customer Contact and Access process above), with a target for a visit to the property to be made once the DMC report is received - 14 calendar days / 10 working days.</p>
2.	Assets and Stock Investment	<p>As part of the rolling Stock Condition Programme, competent surveyors will identify any DMC Category 1 & 2 hazards under the HHSRS criteria for scoring hazards and risks to residents.</p> <p>These surveys are peer reviewed by members of the Assets and Stock Investment team. Any photographs and reports and recommendations of DMC will be emailed to the Healthy Homes inbox:</p> <p>HealthyHomes@wolverhamptonhomes.org.uk</p>

		<p>The DMC team will then action and raise remedial works or, in serious or complex cases, a request is sent via email from the Asset team to Homes Direct who will appoint a home visit with an Assistant Property Supervisor (as per the Customer Contact and Access process number 6 below).</p>
3.	Capital Projects SCP	<p>Whilst undertaking major capital funded improvement works across the City, if any SCP officers or contractors identify DMC in the properties they will</p> <ul style="list-style-type: none"> • Identify, record, prevent and resolve the issue using their own Property Supervisors provided the nature, and scope of the improvement works can adequately resource the remedial actions, e.g. Kitchen, Bathroom contractors. • The survey using OneNote and post inspection survey information will be saved on Enterprise and NEC. • The PS will send a survey OneNote to the CMA whilst on site who will raise works on NEC. • The CMA will produce a basic summary of intended works with estimated / target timescales and either email or text it to the resident based on the retained information. • Where a customer has no email address or mobile number the Assistant Property Supervisor will provide a handwritten summary at point of the visit using a carbon receipt book. • If the nature and scope of the works is such that DMC resources are not available, e.g. replacement window/ roofing contract, then the recorded photographs and survey notes are forwarded to the Healthy Homes inbox and Repairs Manager for DMC for an Assistant Property Supervisor to raise remedial Works (See Customer Contact and Access above).
4.	Customer Contact and access services e.g. Homes Direct / CMC	<p>Where a tenant identifies a DMC issue in their home, there are a number of ways for making contact with Wolverhampton Homes to report their concern:</p> <ul style="list-style-type: none"> - Wolverhampton Homes Contact us <p>The call advisors will ask relevant questions to establish relevant facts and locations using the Repairs Finder Software. Where the customer presents DMC as a potential risk, a Fix it Damp and mould (FDM) category inspection will be raised on the system and a</p>

		<p>home visit appointed with an Assistant Property Supervisor using the shared Healthy Homes inspection diary.</p> <p>The visit will include a risk assessment of DMC and where present, aim to diagnose the potential cause and prescribe remedial action working in conjunction with the steps outlined in the DMC Inspection Checklist.</p> <p>During the home visit, the Assistant Property Supervisor will verbally inform the customer of the intended next steps. Contact details will be confirmed with the customer.</p> <p>The Assistant Property Supervisor will send a DMC Inspection Checklist to the Contract Monitoring Assistant (CMA) whilst on site who will raise remedial works on NEC and close down the inspection including notes from the survey and the Risk Score (See Scoring Matrix). Including any advice talks, advice leaflets left, Hygrometers left or redirection to supported teams such as money smart.</p> <p>The CMA will produce a basic written summary of intended works including target timescales and will confirm this to the customer either by email or text.</p> <p>Where a customer has not provided contact details the Assistant Property Supervisor will provide a handwritten summary at point of the visit using a carbon receipt book.</p> <p>Any complex DMC issues and root cause analysis will be passed to the Property Supervisors (PS) or Assistant Property Supervisors (APS), embedded within Repairs Team who will oversee works to completion/resolution.</p> <p>Target for visit to the property to be made once the DMC report is received - 14 calendar days / 10 working days.</p>
5.	Customer Resolution team	<p>Any correspondence from residents received by the Customer Resolution Team stating issues with DMC, are emailed to the Repairs Manager overseeing the DMC Team and the Healthy Homes Inbox to be actioned up by the area Assistant Property Supervisor (see Customer Contact and Access above).</p>

		<p>An appointment for a home visit will be made directly by the Assistant Property Supervisor</p> <p>Feedback on findings and proposed remedial works from the visit is fed back to the DMC Repairs Manager to draft responses for:</p> <ul style="list-style-type: none"> • Elected Member / Member Enquiries. • Stage 1 Complaints. • Stage 2 Complaints. • Ombudsman Enquiries. <p>All actions and responses are overseen by Customer Experience Manager and Head of Housing Maintenance.</p> <p>Target for visit to the property to be made once the DMC report is received - 14 calendar days / 10 working days.</p>
6.	Digital, Data and Analytics team	<p>DMC Predictive Analytics Module predicts properties with a likelihood of DMC and using PowerBi Business intelligence produces addresses to produce reports to allow for pro-active contact and visits.</p> <p>This data driven tool provides opportunity to “find the silence” by using property type / customer data to identify and predict DMC (and other) Category 1 & 2 Hazards at risk of causing resident’s harm.</p> <ul style="list-style-type: none"> - stand-alone Power-Bi dashboard - refreshes in real time - produces complex data based on a range of key influences such as type of heating or property type - Prediction model tab has a sliding scale of 0-100 on likelihood of DMC working on an 80-97% range will produce a list of properties. <p>This data will be monitored weekly by a CMA who will appoint inspections into the HHA diaries (follow Customer Contact and Access process above).</p> <p>Risk based scores will be added into the database to provide live information updates to inform the prediction model to refine its effectiveness.</p>

7.	Energy and Climate Change team	<p><u>Pro -active Monitoring</u></p> <p>Switchee and AICO HomeLink devices are installed in several homes managed by Wolverhampton Homes. The devices monitor humidity, temperature and in some cases, carbon dioxide, which are the key indicators for DMC risk. Both systems have system portals/dashboards that provide a range of information and graphs, to improve the analysis of the presence, prevalence, and potential reasons behind the risk ratings.</p> <p><i>Switchee:</i></p> <ul style="list-style-type: none"> - A monthly report will be generated detailing any properties that have recorded a 'high risk' of damp and mould within the last 7 days. Throughout October to March (heating season), messages will be sent direct to the tenant via the Switchee device to warn them of the 'high risk' which may run the risk of propagating DMC without intervention. - Key contact details are provided within the message should they wish to report DMC or require any advice or support. - Throughout April – September a monthly report highlighting properties that have recorded a 'high risk within the last 7 days' will be sent to the Healthy Homes Advisors mailbox for review, analysis and action where required. <p><i>AICO HomeLink:</i></p> <ul style="list-style-type: none"> - Weekly 'High & Medium DMC Risk' reports are automated and sent from AICO to the HHA's individually and to the HHA general mailbox for review, analysis and action where required. - Following review and analysis, the Assistant Property Supervisor or CMA will contact the tenant to enquire via a script if any DMC have propagated. If not, a note will be recorded on NEC. If yes, an appointment will be made for a HHA to visit. (See Customer contact and access process above). <p>Target for visit to the property to be made once the DMC report is received - 14 calendar days / 10 working days.</p>
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		<p><u>Reactive Monitoring</u></p> <p>In cases of high mould and condensation where structural or mechanical interventions are already in place, additional sensors may be used to monitor the effectiveness of the measures and inform data on archetypal properties for continuous learning, improvement of living conditions and customer service.</p> <p>This data will be monitored by the PS or APS and results reported back to the Repairs manager.</p>
8.	Home Improvement Agency (Adaptations)	<p>The Adaptations team will survey every home prior to carrying out specified adaption works. They will identify any DMC category 1 & 2 hazards under the HHSRS criteria for scoring hazards and risks to residents.</p> <p>The Property Supervisor (PS) will:</p> <ul style="list-style-type: none"> • identify, record, prevent and resolve the issue including root cause works to ensure each property is free from DMC when handing over the adaption works. • The survey using OneNote and post inspection survey information will be saved on Enterprise and NEC. • The PS will send a survey OneNote to the CMA whilst on site who will raise works on NEC. • The CMA will produce a basic summary of intended works with estimated / target timescales and either email or text it to the tenant based on the retained information. • Where a customer has no email address or mobile number, the HHA will provide a handwritten summary at point of the visit using a carbon receipt book. • If the nature and scope of the adaption work is unrelated, then the recorded photographs and survey notes are forwarded to the Healthy Homes inbox and Repairs Manager for DMC for HHA to raise remedial Works (See Customer Contact and Access above). <p>OneNote Records of works and post inspections will be saved onto Enterprise and NEC.</p> <p>The process from the report of DMC being received up to a visit with a plan of action is 14 calendar days / 10 working days.</p>

9.	Legal Services (Disrepair & ADR)	<p>Upon receipt of a Letter of Claim, where this includes any reference to DMC, CWC Legal Services immediately advise the Disrepair Unit, within the Repairs Team. A Property Supervisor or Assistant Property Supervisor will undertake a property inspection within 5 working days and will oversee works to completion/resolution.</p> <p>When the Legal disrepair team receive an independent 'Scott Schedule' (that may include works other than DMC) they will arrange for a Property Supervisor to attend the property and verify the works. The PS will identify any DMC category 1 & 2 hazards under HHSRS criteria for scoring hazards and risks to residents, including DMC.</p> <p>The Property Supervisor or Assistant Property Supervisor will:</p> <ul style="list-style-type: none"> - visit and assess the problem, diagnose the probable cause and prescribe remedial action. - verbally inform the customer of the next steps during the visit and ask if they have a mobile phone or mail address. - send a survey OneNote to the CMA whilst on site who will raise works on NEC and close down the inspection including notes from the survey and the Risk Score (See Scoring Matrix - at Appendix 2) <p>The DMC coordinator will produce a basic summary of intended works with estimated / target timescales and either email or text it to the resident based on the retained information.</p> <p>Where a customer has no email address or mobile number, the Assistant Property Supervisor will provide a handwritten summary at point of the visit using a carbon receipt book.</p> <p>The process from receipt of the Letter of Claim, reporting DMC, up to a visit with a plan of action is 14 calendar days (10 working days), subject to access.</p>
10.	Voids	<p>The Void team will survey every empty property prior to letting to identify any DMC category 1 & 2 hazards under the HHSRS criteria for scoring hazards and risks to residents.</p>

		<p>The Property supervisor will identify, record, prevent and resolve the issue including root cause works to ensure each property is let free from DMC.</p> <p>Records of works and post inspections and before and after photos will be saved onto Enterprise and NEC.</p>
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6.0 Prevent and Resolve

Any home visits required to investigate reports of DMC, will formally assess 'risk' using the Traumatic Damp, Mould or Condensation Scoring Matrices (See Appendix 2).

The scores derived from the Risk Scoring Matrices will systematically inform the correct NEC repair categories and timescales for the remedial works, to ensure actions are raised to appropriately resolve any issues found within our properties.

6.1 NEC Repair Categories

<u>NEC Repair Category</u>	<u>Abbreviation</u>	<u>Timescale</u>
Fix it Emergency	FE	Resolve Risks within 24 hours
Urgent Damp and Mould	DM3	Resolve within three working days
Fix it this week	F7	Resolve within seven working days
Fix it at your convenience	FC	Resolve within twenty working days
Fix it Planned	FP	Resolve within ninety working days

Raised Works orders will normally be scheduled to the in-house trades team and/or issued to contractors' dependent upon the specialism, scope, urgency, and delivery capacity.

Remedial works will be monitored by a Property Supervisor (PS) or Assistant Property Supervisor (APS).

NEC will calculate the timescales for completion of works and produce monthly reports for performance monitoring and reporting purposes (See KPIs at Section 10).

6.2 Post Inspections/Surveys

The highest risk score will be recorded against the FDM inspection on NEC upon closing the inspection down as 'complete'.

Monthly NEC reports will be sent to the Repairs Manager responsible for DMC. These provide a breakdown of completed DMC related inspections, including the DMC Risk Score for the completed inspection. This report will inform the addresses for follow-up survey/post inspection to the percentages stated in the table below.

Follow up quality assessments will be undertaken following all DMC related remedial works, using the following risk-based criterion.

Risk Matrix Scores	% Physical Inspection	% Telephone Survey	Carried out by: -
7	100%		APS, PS
5-6	100%		APS, PS
3-4	25%	75%	APS, PS, CMA
1-2	10%	90%	CMA

Any findings of repeat DMC upon physical inspection or telephone survey, will trigger further action, including:

- A “reoccurrence alert” email from the inspecting Officer or CMA to the DMC Repairs Manager to oversee /manage resolution
- Re-assessment of the root cause by a PS or senior officer
- Consideration to appoint 3rd party specialist surveyors
- Schedule remedial works and repeat quality assessment

6.3 Difficult/Complex Cases

Wolverhampton Homes utilise third party accredited and Chartered DMC and Structural surveyors. Where necessary, these surveyors will be used to survey and provide independent reports on the condition of the property, environmental conditions and recommendations for resolving root causes of any arising DMC.

These specialist surveyors may also be called upon to act as an independent arbiter if the landlord’s approaches are challenged.

7.0 **Communication and customer guidance**

Wolverhampton Homes provides damp, mould, and condensation information in a number of formats including:

- Printed leaflets

Our leaflets include key detail on how to prevent condensation at home and are shared offline through our front facing teams – such as Tenancy and Leasehold Officers, Trade Operatives and Healthy Homes Advisors.

- Website

Our website provides useful detail for customers on how to prevent damp, mould and condensation at home, signposting customers on how to report it. The website is fully accessible, ensuring all languages and abilities are taken into consideration:

<https://www.wolverhamptonhomes.org.uk/my-home/repairs-and-home-safety/damp-and-mould/>

- Video

Our how to prevent condensation video is an engaging and accessible way to inform customers of ways to keep a healthy home, with over 2,500 views since November 2022.

We have also utilised short-form videos on social media, as a bitesize way to inform and support customers: <https://youtu.be/fNNvuWnCDN0?si=-eWLWG52wc-CUtSK>

- Social media, including Facebook, Instagram, and Twitter @WolvesHomes

Using social media, we have implemented ‘winter wellbeing’ and ‘healthy homes’ campaigns across our customer channels. Focusing on resident and building safety, we reached over 30,000 customers between 30 October and 21 December 2023 – with further phases ongoing.

- Email marketing

We utilise monthly all customer email newsletters to distribute key damp, mould, and condensation messaging to customers. With a monthly audience of around 10,000 customers, the newsletter focuses on seasonal healthy homes support.

- Face to face through our Healthy Homes Advisors

Our Healthy Homes Advisors are visiting customers daily, supporting them to stay healthy at home, specialising in damp, mould and condensation prevention and support.

- Customer app - My Account

Utilising our new customer app, as of November 2023, we can send push notifications, texts and emails to target and inform customers on any support regarding damp, mould, and condensation.

8.0 Competencies / Training schedule

<p>Property Supervisor</p> <p>Assistant Property Supervisor</p>	<p>Level 2 DMC ASCP</p> <p>HNC Construction or equivalent</p> <p>WH 10 Core Skills- (Communication Customer Service Problem Solving & Decision Making Emotional intelligence Influencing & Negotiating ICT Digital Proficiency Motivation Resilience & Adaptability Team working Time Management)</p> <p>Thermography training</p>
<p>Repairs Manager</p>	<p>Level 4 ASCP DMC</p> <p>HNC Construction or equivalent</p> <p>CIH Level 4</p>

	<p>Wolverhampton Homes</p> <p>WH Core Skills- (Communication Customer Service Problem Solving & Decision Making Emotional intelligence Influencing & Negotiating ICT Digital Proficiency Motivation Resilience & Adaptability Team working Time Management)</p> <p>Thermography training</p>
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9.0 Management Plan – Roles and responsibilities

Homes can experience dampness and/or condensation for a range of reasons, including building defects (e.g. leaking pipes or roofs), poor construction design, (e.g. concrete construction or low levels of insulation), inadequate heating and/or ventilation or high internal humidity levels. These scenarios can create environments that exacerbate condensation forming and mould spores to grow.

Wolverhampton Homes will adopt a '*fabric first approach*' and initially assume reports of dampness, water penetration and/or mould growth relate to a property related cause.

Where tenants report dampness, water penetration and/or mould growth, where this is not considered requiring an emergency response, i.e. burst pipes, an inspection by a competent person will be undertaken within 10 working days.

Any urgent remedial works will be completed within 20 working days. The competent person may also provide the tenant with advice to minimise the effects of condensation, where appropriate.

Condensation on or within glazing units will be processed as a Routine Repair.

Where the property is subject to future planned improvements, energy efficiency upgrades or demolition, all reasonable measures will be employed to ensure the home continues to be a safe and healthy environment for the tenant(s).

The vulnerability of the occupants will be carefully considered when determining the response to reports of damp, condensation and/or mould growth, i.e. the extent and location of the mould growth etc.

Wolverhampton Homes will be proactive and take reasonable steps to prevent atmospheres occurring that encourage mould growth through its use of materials &

specifications and by analysing property data and patterns of service requests. Colleagues and contractors will also be encouraged to look for signs of dampness, water penetration and/or mould growth when undertaking home visits, for any reason, and report these to the company for action.

We will use data from contacts, service requests, repairs activity, complaints and stock condition information to inform future planned investment programmes.

Where homes are identified for future major investment or disposal, Wolverhampton Homes will closely liaise with the tenant(s) to ensure their home remains habitable and we will continue to undertake essential repairs and maintenance, based on the individual needs of the occupants. Temporary repairs may be undertaken prior to the major improvements or rehousing of the tenant(s) occurring, where appropriate.

We will use appropriately trained colleagues to record and investigate reports of dampness, water penetration and/or mould growth, schedule remedial works or provide appropriate advice to tenant(s). Wolverhampton Homes will also utilise external independent specialists to investigate or arbitrate where appropriate.

Wolverhampton Homes will regularly communicate with tenants to raise awareness of the effects and causes of dampness, water penetration and/or mould growth and provide advice & guidance reduce occurrences. The company will also support tenant(s) by providing specialist advice or connecting them to appropriate support networks.

10.0 Damp and Mould – KPI Reporting

PI Code	Performance Indicators
P-DMC1a	Total % of damp, condensation and /or mould related service requests inspected within target timescale of '10 working days' (14 Calendar Days)
P-DMC1b	Total % of damp, condensation and /or mould related works orders 'completed' within target timescale of '20 working days. (28 Calendar Days)

11.0 Retention of information

Wolverhampton Homes uses a number of systems to hold information on DMC including:

- NEC – housing management system
- Enterprise – document management system
- OneNote surveys

12.0 No Access

To ensure a consistent approach, all SOPs that manage access arrangements to tenant's homes, will comply with the following framework. Additional, support measures may be adopted deemed relevant to each workstream.

Wolverhampton Homes will endeavour to meet the preferred communication methods or the tenant. Appointments will be confirmed in writing, which may use various different channels for example: letter, email or SMS messaging (text).

With the exception of emergency access, required to protect immediate risk to life or property, all first visits should be made by agreed appointment, providing at least 24 hours' notice.

For routine, planned and cyclical servicing, first appointments will be made 6 weeks before the expiry date of the relevant certification.

A cold call should only be made if the company has been unable to make contact with the tenant to negotiate an appointment.

If the tenant (or their representative) is present but does not grant access at the first appointment or cold call, the Wolverhampton Homes' representative should make reasonable efforts to speak to the tenant before leaving the property to agree a suitable alternative time to visit.

If it is not possible to gain access at the first appointment or cold call (i.e. the tenant or their representative is not present), the Wolverhampton Homes' representative should make reasonable efforts to contact the tenant by telephone before leaving the property.

If no contact is made, a calling card will be left (with photographic evidence via the "**No access online site form**") advising the customer to contact Wolverhampton Homes to arrange an appointment.

If after seven working days no contact has been received by from the tenant, a First Letter will be issued, advising of the new planned appointment, providing five calendar days' notice.

If it is not possible to gain access at the second appointment, the representative should make reasonable efforts to contact the tenant by telephone before leaving the property.

If no contact is made, a calling card will be left (with photographic evidence via the "**No access online site form**") advising the customer to contact Wolverhampton Homes to arrange an appointment.

If after seven working days no contact has been received by from the tenant, a Second Letter will be issued, advising of new planned appointment providing five calendar days' notice, with the appointment being on a different day to previous appointments.

If it is not possible to gain access at the third appointment, the representative should make best efforts to contact the tenant by telephone before leaving the property.

If no contact is made, a calling card should be left (with photographic evidence “**No access online site form**”) advising the customer to contact Wolverhampton Homes to arrange an appointment.

In accordance with the Data Protection Act 2018, Wolverhampton Homes will use best endeavours to make contact with the tenant (including contact outside normal office hours), relatives, careers, neighbours, any known external support or advocacy network. Wolverhampton Homes may also consult with City of Wolverhampton Council colleagues in Childrens or Adults Services.

If after seven working days no contact has been received by from the tenant, a Letter Before Action will be delivered, advising of new planned appointment providing five calendar days’ notice, with the appointment being on a different day to previous appointments.

If it is still not possible to gain access at the fourth appointment, the representative should make best efforts to contact the tenant by telephone before leaving the property.

If no contact is made, a calling card should be left (with photographic evidence “ via the **No access online site form**)) advising the customer to contact Wolverhampton Homes to arrange an appointment.

A case file/Witness Statement will be issued to Legal Services to commence enforcement proceedings, that may include Injunctions or issuing a Notice of Seeking Possession against the tenants.

Any enforcement action against Leaseholders will be specific to the terms of their individual lease.

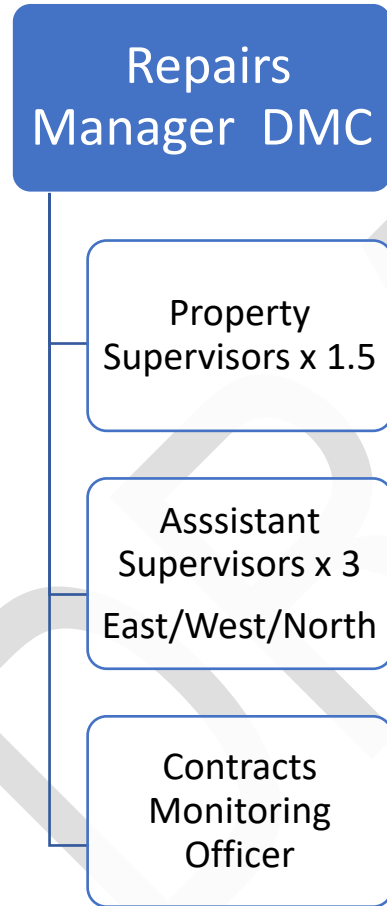
After the case file has been issued to Legal Services, Wolverhampton Homes will continue to use best endeavours to make contact with the tenant, relatives, careers, neighbours, any known external support or advocacy network, etc. Should access be granted, Legal Services will be advised within two working days to suspend any action.

13.0 Appendices

- a. Appendix 1 - DMC Team organogram
- b. DMC Risk Matrix Tables
- c. DMC Survey Checklist

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Appendix A - DMC Team organogram



Appendix B DMC Risk Matrix Tables

		Traumatic Damp Scoring Matrix							
Extent & Type of Damp/Water ingress	Sewage/waste (severe)to internal rooms , Un-Contained roof leaks, un-contained cooled central heating or mains cold water. Fast flow causing damp to walls ceilings floors and pooling / flooding tenants belongings . Temp Heating or substansive heating & washing bathing facilities not in use . Electrical isolations to critical use facilities	7	7	7	7		7	Decant same day	
	Sewage /Waste (minor)to internal rooms , Un-Contained roof leaks, un-contained cooled central heating or mains cold water. Moderate flow causing significant damp to walls ceiling,s floors and tenants belongings . Temp Heating or substansive heating & washing bathing facilities in use . No electrical risks or non -critical isolations carried out	3	4	5	7		5	Resolve and environmental clean 24 hours	
	Un-Contained roof leaks,penetrating or rising damp , un-contained cooled central heating or mains cold water. Slow flow causing damp to walls ceilings and floors. Temp Heating or substansive heating & Washing bathing facilities in use . No electrical risks	2	3	4	5		3-4	Resolve and environmental clean 3 days	
	Contained or diverted roof leaks, minor penetrating damp,or rising damp, contained cooled central heating or mains cold water. Temp Heating /de-humidifier and or substansive heating & Washing bathing facilities in use	1	2	3	4		1-2	Resolve 7 days	
	No Vulnerabilities	Residents with allergies or Children under 14 or elderly 65+	Residents with allergies / Asthma and /or Children under 14 or elderly 65+ with Respiratory Tract infections	Residents with allergies / Asthma and / or Children under 14 or elderly 65+ with Respiratory Tract Infections /COPD/ Weakened Immune Sytem /Chemotherapy					
Vulnerabilities									

Mould Risk Scoring Matrix

Extent of Mould	Significant Areas of Mould to habitable rooms, non-wipeable surfaces such as plaster or decorations	4	5	6	7	7	Decant same day
	Areas (over 2mtrs) of Mould to non-habitable rooms, non-wipeable surfaces such as plaster or decorations	3	4	5	6	5-6	Mould removal fungi-wash within 24 hours
	Minor spotting to habitable rooms, wipeable surfaces such as windows UPVC or sealants/window boards	2	3	4	5	3-4	Mould removal fungi-wash within 7 days
	Minor spotting to non habitable rooms, wipeable surfaces such as bathroom tiles, windows UPVC or sealants	1	2	3	4	1-2	Demonstrate and Educate on cleaning Mould
		No Vulnerabilities	Residents with allergies or Children under 14 or elderly 65+	Residents with allergies / Asthma and / or Children under 14 or elderly 65+ with Respiratory Tract infections	Residents with allergies / Asthma and / or Children under 14 or elderly 65+ with Respiratory Tract Infections /COPD/ Weakened Immune Sytem /Chemotherapy		
Vulnerabilities							

Condensation Risk Scoring Matrix

Extent & Type of Condensation

Severe condensation (dripping) from walls/ceilings onto belongings in habitable rooms, relative humidity 80+	4	5	6	7	7	7 Check temp outside & and Temp (Heating use) inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks. Check for traumatic leaks. And scan for cold spots , bridged DPC or cavity. Check for over-occupying / pets, drying washing indoors, rooms unused and unheated/unventilated. consider installing AICO portable sensors. and PIV as a priority. refer for special solution .Advise, Demonstrate and educate
Moderate amounts of water condensing on ceilings, walls, floors in areas away from water producing rooms such as habitable rooms relative humidity 65-80	3	4	5	6	5-6	5-6 Check temp outside & and Temp (Heating use) inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks. Check for traumatic leaks. And scan for cold spots , bridged DPC or cavity. Check for over-occupying / pets, drying washing indoors, rooms unused and unheated/unventilated. consider installing AICO portable sensors. Advise, Demonstrate and educate
Water Condensing on windows /window boards / tiles and wipeable surfaces and plaster walls and ceilings when cooking / showering /bathing	2	3	4	5	3-4	3-4 Check temp outside & and Temp (Heating use) inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks. Check for traumatic leaks. And scan for cold spots , bridged DPC or cavity. Advise, Demonstrate and educate
Water Condensing on windows /window boards / tiles and wipeable surfaces when cooking / showering / bathing	1	2	3	4	1-2	1-2 Advise, Demonstrate and educate

No Vulnerabilities

Residents with allergies or children under 14 or elderly 65+

Residents with allergies / Asthma and / or children under 14 or elderly 65+ with Respiratory Tract Infections

Residents with allergies / Asthma and /or Children under 14 or elderly 65+ with Respiratory Tract Infections /COPD/ Weakened Immune System /Chemotherapy

Vulnerabilities

Appendix C DMC Checklist

Surveyed by;

Date;

Time;

Address;

Weather; Sunny External Temp; °C Internal Temp; °C

Relative Humidity Internal; % External RH; %

Customer Enquiry;

Q1: Is there a Damp Issue? (Checkboxes) **Need to be able to select multiple**

1. No
2. Condensation
3. Water Ingress
4. Rising Damp
5. Leak
6. Water encapsulated during development and not adequately dried out prior to handover

Q2: If the damp is asset related, what is the cause? (Checkboxes) **Need to be able to select multiple**

1. Not Asset Related , *Eg Water ingress from connected private property, connected roof.*
2. Burst
3. Leak
4. Failed Structural Element
5. Failed/Bridged DPC
6. Inadequate use of heating

7. Failed/inadequate mechanical ventilation
8. Water encapsulated during development and not adequately dried out prior to handover

Q3: Are there any contributing Customer actions? (Checkboxes) **Need to be able to select multiple**

1. None
2. Insufficient heating of property
3. Insufficient manual ventilation of property
4. Failure to report repairs.
5. Failure to use mechanical ventilation.

Q4: What is the Mould Risk Score (Check Matrix)

7	Offer temporary accommodation within 24 hours or same day where possible
5-6	Mould removal, fungi-wash within one working day
3-4	Mould removal fungi-wash within 5 working days
1-2	Demonstrate and provide advice on cleaning mould and reducing risks of returning

Q5 What is the Traumatic Damp Score (check Matrix)

7	Offer temporary accommodation within 24 hours or same day where possible
5	Resolve and environmental clean within one working day
3-4	Resolve and environmental clean 3 working days
1-2	Resolve 10 working days

Q6 What is the Condensation Score (check Matrix)

7	<p>Check temp outside & and Temp (Heating use) inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks where fitted . Check for traumatic leaks and scan for cold spots, bridged DPC or cavity. Check for high occupancy levels including pets, Check for contributing factors for high humidity, e.g. Reasonable use of heating , drying washing indoors, rooms unused and unheated/unventilated, aquariums, etc. Consider installing AICO portable sensors and MVHR as a priority, refer for specialist solution. Demonstrate and provide advice on removing condensation and reducing risks of returning. Consider use of temporary accommodation, if building fabric is saturated.</p>
5	<p>Check temp outside & and reasonable use of heating inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks. Check for traumatic leaks and scan for cold spots, bridged DPC or cavity. Check for high occupancy levels including pets, Check for contributing factors for high humidity, e.g. drying washing indoors, rooms unused and unheated/unventilated, aquariums, etc. Consider installing AICO portable sensors and MVHR as a priority, refer for specialist solution. Demonstrate and provide advice on removing condensation and reducing risks of returning.</p>
3-4	<p>Check temp outside & and Temp (Heating use) inside. Upgrade Fans to Faith. Check window Trickle vents and air bricks. Check for traumatic leaks and scan for cold spots, bridged DPC or cavity. Check for high occupancy levels including pets, Check for contributing factors for high humidity, e.g. drying washing indoors, rooms unused and unheated/unventilated, aquariums, etc. Consider installing AICO portable sensors. Demonstrate and provide advice on removing condensation and reducing risks of returning.</p>
1-2	<p>Demonstrate and provide advice on removing condensation and reducing risks of returning</p>

What is the impact on the asset? (Dropdown list)

1. Severe
2. Moderate
3. Minor
4. None

O5: What is the impact on the Customer? (Dropdown list)

1. Severe
2. Moderate
3. Minor
4. None

Q6: Property Inspection Findings; LARGE TEXT BOX, ONE PAGE OF TEXT

Q7: Do you wish to make a support referral for the customer? (Dropdown list) **Need to be multiple choice**

1. No
2. SIRI
3. Independent Living Service
4. Money Smart Team
5. Tenancy Officer
6. Community Safety

If 2,3,4,5,6 are selected "Does the customer wish to engage with these services?" Yes/No

Q8: Referral Notes Field Text

Diagnosis;

DMC leaflet and verbal advice delivered :
Hygrometer Left with Customer :

Remedial Work Required :

Equipment Used; (tick appropriate); Moisture Meter Hygrometer Salts Test

Calcium Carbide Borescope Camera Level Data Loggers
Thermography Open up walls/Panels loft inspection

Photographs Insert

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Q9: Has treatment been undertaken by surveying officer YES NO

Notes and images to be recorded.

Remedial Works

Address;
Customers Name;

Access Details/Special Requirements; None

Phone Numbers;
Mobile;

Email contact;

Please consider the following before arranging any works at this address.

Asbestos Test Required –

Electrical works or advice required –

Gas works or advice required –

Scaffold Required

Drain Survey

Underground water leaks

Are there any vulnerability issues that need consideration whilst undertaking the works –

Details;


Schedule of Remedial Work;

Work to be completed	Trade	Timescale (days)

**All trades rubbish to be removed by trades or a Rubbish collection order must be raised by the trade which is leaving waste on site.
All trades to use appropriate floor protection and PPE at all times.**

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Board Report

	Agenda item 9
	<p>19 June 2024 Capital Programme Outturn Report for financial year 2023 - 2024</p>
	Open Report
Status:	For Information
Author and job title:	Simon Bamfield, Head of Assets and Stock Investment
Contact No:	07717 732984
Recommendations:	Board Members are asked to note the outturn figures and performance achieved in 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. There are new risks to works delivery in high-risk buildings, due to the approval timescales by the Building Safety Regulator.</p> <p>There are also risks related to the specification of materials, their fitness for purpose and the quality of their installation. Consequently, there is significant time and resource allocated to the design process, to ensure effective solutions are found to construction challenges</p> <p>The installation risks are managed on a daily basis by the Capital Works Team through the programme delivery, with support from third-party accredited specialists for higher-risk activities (such as installing fire safety features). Regular site inspections maintain quality and compliance with the specification.</p>

Management Summary

1.0 Purpose

- 1.1 To confirm to Board members the progress attained with the delivery of improvements to the social housing stock portfolio via the Housing Revenue Account (HRA) Capital programme, and the level of capital expenditure achieved during the financial year 2023 – 2024.

2.0 Background

- 2.1 The HRA 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 the Capital Programme to Wolverhampton Homes to manage and deliver. In addition, there were also some projects delivered by Wolverhampton Homes on behalf of Council budget holders, such as disabled adaptations, and infill new build, with the value of this work at £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 public borrowing to support the capital programme is only obtained when appropriate.

3.0 Financial and value for money implications

- 3.1 The budget set for the 2023 – 2024 showed an unprecedented level of expenditure, especially when compared to the expenditure in the previous year, which was £60.92m. The increase in expenditure is primarily due to the decision to accelerate projects that target measures to 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.
- 3.2 The outturn position for the HRA Capital Programme delegated to Wolverhampton Homes was £99.104m, which was £0.167m below the revised budget (0.17% variance).
- 3.3 The outturn expenditure for the projects managed on behalf of Council budget holders was £4.303m, an underspend of £0.419m against the revised budgets. The combined position was £105.717m against a target of £106.153 (a variance of 0.41%).
- 3.4 Appendix A to this report identifies the outturn position, showing the expenditure against and variance to each approved budget (with variance measured by comparing the outturn against the forecast expenditure predicted at Q3).
- 3.5 In terms of project delivery, the key issues to note are:
 - a. There continues to be a significant increase in the numbers of high-cost voids being delivered via the Capital Programme. During Q4, a further 97 voids were delivered, bringing the total over the year to 408, which is almost double the historic norm (from 5-10 years ago).

Other factors influencing this include:

- I. The extent of work that needs to be undertaken has increased (due to age-related deterioration of the properties, with lots of associated work such as plastering being required).
 - II. 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).
 - III. The condition the properties / gardens are left in, which means that on average, each void will cost circa £31,000.
- b. The refurbishment of the tower-blocks at Heath Town continues to progress well. Work is currently underway at Brockfield House, Campion House, Lincoln House and Tremont House, replacing windows, and the mechanical and electrical infrastructure serving the dwellings and the landlord facilities, and installing new external wall insulation. The new telecommunications equipment has been installed on the roof of Brockfield House and it is hoped this will soon become operational. Once it is, the redundant equipment will be removed from Campion House, which will enable the roofing and cladding work to be completed to that block. Surveys continue to be carried out on the existing district heating mains pipework, to establish where sections will need to be replaced (to avoid the risk of any further major leaks). Work on the new energy centre is progressing well with the foundations now in place. The various packages of work have been procured and the bids are currently being evaluated, with the objective of maximising value for money and opportunities for local spend wherever possible.
- 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 at Merry Hill and Graiseley estates. The project teams are working towards a completion at Graiseley during Q1 (2024-25) and Q3 (2024-25) at Merry Hill. Continued improved communication and customer engagement has increased our access rate into customers' homes and enabled more works to be completed. However, we have also had to resort to taking legal action in several instances, to enforce the tenancy conditions and allow works to be carried out, which has caused delays to the programme.
- d. The System Built Retrofit Programme is delivering replacement roofs, windows, doors, and the installation of external wall insulation and enhanced ventilation to 503 'hard to treat' properties. By the end of Q4, the combined total for both construction partners, was the completion of 109 properties. Customer feedback remains really high across the Cornish and Wimpey No Fines properties. A bid for grant funding from the Social Housing Decarbonisation Fund Wave 2.2 was successful, and a total of £5.127m will be received to support the delivery of future phases of this project.
- e. Design work continues to progress on the High-Rise Façade Improvement and Heating Replacement Programme, which will improve the tower-blocks on the Vauxhall Estate, Boscobel estate and Chetton Green estate. These projects will involve replacing windows, roofs and installing external wall insulation and new

heating systems. These projects now need to follow the new gateway approvals process (introduced as part of the Building Safety Act provisions), whereby the Building Safety Regulator needs to review and approve (or reject) proposed designs before any work can commence. This new regime is designed to strengthen the regulatory oversight of works in high-risk buildings, mandating reviews before building work commences, and throughout the construction phase. Consequently, the first two projects (at Vauxhall and Boscobel estates) are likely to be delayed due to the Building Safety Regulator review process, as the gateway must be passed before any works are able to commence. A further update was provided to customers, advising them of the current position of the projects and providing indicative start dates.

- f. The internal improvements programme (refurbishing properties to the Decent Homes Standard), which is being delivered by both construction partners, completed a further 74 properties during Q4, with a total of 346 properties (kitchen and, or bathroom replacements) completed during the year. In addition, a total of 726 boiler replacements, or heating upgrades were delivered in the year.
- g. The second phase of the flat entrance fire door replacement programme to the low and medium rise blocks, installed 426 fire doors during Q4, bringing the total for the year to 1,487 fire door installations.
- h. The pitched roofs replacement programme is progressing well, with work completed to four blocks of medium rise flats on Lichfield Road during Q4, with roofs replaced to a total of 147 dwellings over the year. The programme volume was reduced intentionally towards the end of the year to enable a procurement exercise to be undertaken to ensure value for money was being achieved with this programme of work.

4.0 Legal and regulatory implications

- 4.1 There are no new legal and regulatory implications associated with this report.

5.0 Human resources implications

- 5.1 There are currently several vacancies within the teams who work on the Capital programme, which may impact the delivery. These include vacant posts for Stock Condition Surveyors, Building Surveyors and Quantity Surveyors.
- 5.2 Due to continued recruitment challenges, WH have started to implement a medium-term plan built around the management development programme. Recent changes to the recruitment pathway along with improvements in the way advertising is done to better reach our target audience, coupled with work to raise awareness of our vacancies in harder to reach groups of people, seems to be bearing fruit, so we remain optimistic that this will improve on the current situation.
- 5.3 Contingency arrangements, such as using consultants to fill vacancies are in place, but these approaches come with their own risks.

6.0 Health and safety implications

6.1 With the delivery of complex construction projects, there are clearly significant health and safety issues that must be considered, however, in the context of this report, there are no specific health and safety implications.

7.0 Equalities implications

7.1 Has an equality impact assessment been carried out? **No** (not as part of this report).

7.2 Explanation: Where equality impact assessments are required, they are prepared during the pre-construction phase of each individual specific project. This report summarises delivery outcomes of 2023 - 2024.

7.3 Project delivery is tailored to the needs of residents impacted upon during the works. The assigned Project Managers, closely liaise with the communication teams within WH and our partners. This ensures, through our Resident Engagement Strategy, that the needs of the community are considered in our design and project execution.

7.4 Communication is maintained throughout the life of the project, through a range of media, including newsletters, targeted emails, group meetings and face to face in residents' homes. Ward Councillors are also engaged in major projects to ensure the customer's voice is heard and their needs are considered.

7.5 Community Social Responsibility projects, delivered by our partners also add value to the locality and provide wider opportunities to engage and train local people.

8.0 Impact on the environment and community

8.1 The Capital programme continued to provide a 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).

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 individual worn-out components, such as central heating boilers, through to major schemes that enhance the quality of the built assets and surrounding environment.

9.2 Whilst the Capital programme continues to be delivered efficiently and is focused on the key priorities of improving building safety and maintaining the Decent Homes Standard, WH is seeing an increased pressure on the repairs service and rising disrepair claims. This is an impact of the increasing age and worsening condition of the housing stock, hence the desire to accelerate the delivery of certain projects to offset these pressures. CWW has an increasing desire to accelerate investment programmes to address the twin drivers of decarbonisation and fuel poverty, as these will both be positively impacted through implementing the necessary stock improvements.

9.3 However, these ambitions must be tempered against the backdrop of significant resource pressures within the HRA Business Plan, which currently excludes resources to deliver 'decarbonisation'. In recent years we have also seen global impacts on the availability of labour and materials, which has driven costs upwards, and effectively reduces the available headroom. Consequently, this matter continues to represent a significant risk.

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 WH will endeavour to provide a nurturing environment for these companies, safeguarding the wellbeing of their employees and maintaining employment wherever possible, which helps to strengthen these business relationships.

10.3 Regular engagement with customers happens through the design-phase on each new capital project, which has improved post pandemic. The engagement with customers during the delivery stage is still being carried out in person, to ensure that their views and concerns are understood and addressed prior to work starting.

11.0 Impact on Wolverhampton Homes' Management System


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

12.0 List of Appendices

12.1 Appendix A - HRA Capital Programme Report; Outturn for 2023 - 2024

12.2 Appendix B - Capital Programme Delivery Highlights for 2023 - 2024

Management Summary

	Agenda Item 10
	19 June 2024 Revenue Outturn position 2023 - 2024
	Open Report
Status:	For Information
Author and co-author and job title:	Jo McCoy, Finance Business Partner, City of Wolverhampton Council Ian Gardner, Director of Property Services Julie Haydon, Director of Corporate Services
Contact No:	N/A
Recommendations:	Board Members are asked to note the revenue budget outturn position for 2023 - 2024 including the trading position on commercial activities.
Key risks and contentious issues:	<p>The outturn position for the year is an overspend against budget of £1.5 million. This is a variance to the outturn position of £1.6 million from that reported to the board at Quarter 3. In the main, this is due to the ongoing increases to repairs and void expenditure, which is higher than anticipated during Quarter 4.</p> <p>Commercial trading activities have contributed £180,000 net of costs to the budget position.</p> <p>With a planned contribution of £1 million already budgeted for, the budget overspend has resulted in a required total contribution of £2.5 million. The shortfall of £1.5 million will be taken from reserves in the short term, with further discussion taking place during Quarter 1 with the City of Wolverhampton Council's Finance team.</p> <p>The accounts will be audited prior to the AGM in September so the outturn position may be subject to change.</p>

1.0 Purpose

1.1 This report is to inform the Board of the revenue outturn for the 2023 - 2024 financial year including the trading position of commercial activities.

2.0 Revenue Outturn 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 was £45 million. During the year, the management fee was increased by £1.5 million to support continued exponential repairs and maintenance pressures.

2.2 The outturn position for 2023 - 2024 is an overspend against the budget of £1.5 million. Total income of £56.7 million was generated, whilst expenditure of £59.2 million was incurred, requiring a contribution of £2.5 million.

2.3 The company had budgeted to use £1.0 million from reserves, but the outturn is for a final contribution of £2.5 million. Discussions through regular meetings with the city's Resources and Financial Assurance Group (RAFAG) about the potential for additional increases to the Management Fee for 2024-25 financial year are ongoing to address the volatility and management of the uncontrolled variables. The position is illustrated in Table 1.

Table 1 – Income and Expenditure Budget Position at 31 March 2024

Income and Expenditure	2023-2024 Budget £000	2023-2024 Outturn £000	2023-2024 Variance £000
Expenditure			
Employees	31,082	29,949	(1,133)
Non-Pay Costs	27,105	29,217	2,112
Total Expenditure	58,187	59,166	979
Income			
Management Fee	(46,500)	(46,500)	-
Trading Income	(8,838)	(8,236)	602
Other Income	(1,849)	(1,933)	(84)
Total Income	(57,187)	(56,669)	518
Net Budget position	1,000	2,497	527
Contribution from Reserves	1,000	2,497	
Additional contribution required			1,497

2.4 There was an underspend against the employee budget of £1.1 million, due to the timing of recruiting to vacant posts where recruitment was ongoing or planned when the budget was approved in March 2023 and where it has been difficult to recruit to posts. The outturn is in line with the position forecast at Q3 with a slight reduction due to redundancy costs.

2.5 In a continuation to the trend seen since the pandemic there has been an exponential demand for repairs and the impact of damp and mould has increased repairs and maintenance costs significantly as well as the additional pressure of inflation.

At Q3, the forecast for repairs, voids and compliance spend was for a planned overspend of £505,000 after the budget was increased, funded by an increase to the management fee. The final outturn was in the region of £1.6 million overspend against its £26.9 million, across the Property Services Directorate.

Most of the circa 300 budget lines within the Property Services Directorate were within tolerance, however some significant unexpected demand spend, and income variations were experienced during Q4. These included:

- Further unforeseen increase in DMC inspections and remedial works (+53% on Q4 2023).
- Accelerated completion rate from our supply chain (accrual value also increased at closedown).
- Increased cost base from newly awarded contracts, including void property clearance and cleaning.
- Alternative suppliers being used for window and ironmongery works.
- Unexpected compliance remediation works.
- Unplanned increased gas charges due to Biomass failure at Heath Town, in addition to reducing our Renewable Heat Incentive (RHI) income, and heat losses due to network leak.
- Request from Legal Services to accelerate property surveys, using external consultants.
- Increase in repairs to previous Adaptations.
- Reduced energy tariff income from customers using heat networks (not expected).

2.6 A further area of expenditure that significantly varied from the Q3 forecast was for transport costs. The overspend against the budget is £166,000 and is due to lease costs for vehicles which were not forecast as the charges were not received from the City of Wolverhampton Council Fleet services until Q4.

2.7 Spend activity with external contractors continues to increase, to off-set high levels of internal vacancies and increased demand from customers. Service requests from customers related to damp and mould increased a further 45% from the same period in 2022 - 2023. Waste disposal and cleaning costs associated with Void properties has also increased.

2.8 The budget for supplies and services was overspent by £133,000 - this is made of various budget lines, but there is an overspend of £100,000 against the budget for IT software required for the systems development. It has been agreed that any increase to IT budgets would be reviewed as an invest to save and planned that this would come from reserves, which was not forecast at Q3.

2.8 The overall income achieved in year at £518,000 under budget is close to the Q3 forecast. £400,000 was against capitalised salaries where there were vacancies or posts were not filled for the full year.

3.0 Key areas of pressure

3.1 As previously advised to Board, there are a number of significant risks associated with the influx of regulation and compliance, customer demand and satisfaction, and service delivery. These include:

- current wider economic challenges and high levels of inflation.
- customer needs and expectations with an increased intensity of demands with a number of customers with a range of complex support needs.
- in year pay award costs (yet to be determined).
- increasing energy, supply chain operating and material costs.
- additional support requirements for customers to maintain their tenancies.
- increased adaptations to housing stock (meaning increased repair, servicing and maintenance requirements).
- new and emerging regulation requirements including Building Safety Act 2022, Fire Safety Act 2021 and the Charter for Social Housing Residents.
- Additional burden of maintenance of sprinkler systems as the High-Rise capital works programmes progress.
- Increased levels of scrutiny by the Housing Ombudsman alongside new and emerging regulation and scrutiny of services.

4.0 Commercial Trading Activity – Trading Position 2023 - 2024

4.1 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 2023 - 2024 included asbestos removal to external customers, private sector leasing, rental of the company's own properties and management services to Help To Own. Private Sector Leasing was wound down during the year and will not operate going forward.

4.2 Turnover for commercial income activity for 2023 - 2024 was £987,000 with expenses of £807,000 providing a net profit for the year of £180,000. Overheads are apportioned where appropriate as allowable expenses when calculating the tax liability.

The breakdown of activities is shown in Table 2 below.

Table 2 – Commercial Activity breakdown

Income & Expenditure	Owned Properties £000	PSL £000	Help 2 Own £000	Asbestos services £000	Total £000
Turnover	(170)	(27)	(69)	(721)	(987)
Expenses	4	113	13	677	807
Net (profit)/loss before overheads	(166)	86	(56)	(44)	(180)

5.0 Summary of Financial Position at 31 March 2024

- 5.1 2023 - 2024 was another financially challenging year with an overspend of £1.5 million against the budget. Wolverhampton Homes continued to experience unprecedented high demand for services and the pressures of inflation.
- 5.2 Annual response repairs spend on contractors and materials has increased by £5 million since 2019 - 2020 from £2.9 million to £7.9 million, whilst spend on staffing has remained fairly consistent with increases in line with pay awards. Spend over the last 3 years post-pandemic is shown in the table below. (2020-2021 is not shown as due to the pandemic it was not a typical year)

Table 3 – Response repairs expenditure increase since 2019-2020

	2019-20 £000	2021-22 £000	2022-23 £000	2023-24 £000
Response repairs spend on contractors and materials	2,944	3,680	5,526	7,910
Annual increase	-	736	1,846	2,384
% increase	-	25%	50%	43%
Response repairs employee costs	5,739	6,114	6,625	6,996
% increase	-	6.5%	8.4%	5.6%

If expenditure were to continue to increase at this rate the pressure on the council's Housing revenue Account will result in the capital programme needing to be reduced to fund the increased revenue spend on repairs.

- 5.3 In total a contribution of £2.6 million has been required, after accounting transactions and providing for corporation tax, which if taken from reserves would result in a reduction to £0.7 million. The reserves policy which has been to retain a reserve of 3% of turnover and therefore the monies are required from the HRA as reducing the reserves to this level, would make managing cashflow challenging. The need for a cash contingency will be discussed with the council.

Table 4 - Reserve movements and balance at 31 March 2024 (if monies are taken from reserves)

	In year transactions £000	Balances at start and end of year £000
Profit and Loss Reserve at 01 April 2022		3,297
Contribution to revenue budget	2,497	
Accounting Transactions	5	
Corporation tax provision	87	(2,589)
Profit and Loss reserves at 31 March 2023		708

6.0 Mitigating actions being taken by Wolverhampton Homes

6.1 Targeted action across a number of areas including:

- Driven by digital
- Managing demand
- Target specific service areas
- Prioritising spend
- Deliver efficiencies and robust contract management

6.2 Specific reviews are underway to analyse underspends and examine the use of reserves in comparison to the increased demand and expectations. There are a number of challenges as detailed above, with additional carbon reduction targets.

6.3 Responding to increased quality standards:

- Maintaining decency, set against an aging stock
- Net zero targets and milestones place an additional financial burden
- Inflation – current economics operating environment, despite us trying to suppress construction and supplier costs
- Procurement – concern that any new suppliers will be more expensive? Inflation falling
- Potential use of smaller supply chain, Wolverhampton Pound
- May require additional increases in contract management to ensure effective contractor oversight.

7.0 Financial and value for money implications

7.1 Financial implications are detailed within the report.

7.2 As previously reported to Board, Wolverhampton Homes is committed to driving efficiencies by implementing new ways of working with a focus on delivering fit for purpose core services to meet customer needs while demonstrating a value for money approach.

7.3 We are also reviewing our financial management arrangements along with the Council's Finance Team to further improve the accuracy of projecting costs and improving financial management. This will include enhanced use of financial intelligence from our Commercial Team, increasing the level of works liability information held within NEC Housing and improving the sensitivity of our trend analysis.

7.4 Further areas of active review include;

- Value for money assessments, by work stream, to optimise deployment of direct trades teams and contractors
- Insourcing stock condition and disrepair surveys
- Zero based budget review of Heat Network Tariff setting
- Active tenancy management to reduce void and repair costs

- Cost and service provision benchmarking of in-house team services and materials supply
- Reviewing the Repairs and Maintenance Policy to provide greater flexibility to manage 'responsive' demand within available revenue budgets
- Increasing supervision and performance management to improve productivity of in-house teams
- Increase the use of Data Analytics to determine future Capital Programme delivery to reduce response repairs

7.5 The forecast of further price inflation in the market appears to be at a turning point as inflation and pressures fall, not sure this will be shown in our new procurement but worthy to keep a close eye on tender returns comparisons.

8.0 Legal and regulatory implications

8.1 Wolverhampton Homes is governed by its legal and regulatory responsibilities.

8.2 Wolverhampton Homes is subject to a number of increased regulatory requirements which impacts on resource allocation and demand in relation to:

- Charter for Social Housing Residents (2021) – Regulator of Social Housing
- Fire Safety Bill (2021)
- Domestic Abuse Act (2021)
- Building Safety Bill (2021)
- Housing Ombudsman requirements
- Social Housing (Regulation) Act 2023
- CWC Climate change and sustainability targets
- Consumer Standards
- Tenant Satisfaction Measures

8.3 The revision of the Consumer Standards, including a further standard due for consultation in relation to Competence and Conduct Standard, which will bring into consideration, the government's request for housing professionals to hold a housing qualification.

8.4 The impact of increasing regulation is across the business in responding to the increased requirements for example the creation of an inhouse Fire Safety Team and Health and Safety Team.

8.5 Formal consultation has recently concluded on 'Awaab's Law', with this new secondary legislation expected to take effect from October 2024. The current proposals, if unamended, with further increase costs associated with property repairs and the provision of temporary accommodation.

9.0 Human resources implications

9.1 As part of the redesign of services and new ways of working, Wolverhampton Homes continues to learn from experience in the reimagination of its services. Reimagining the

services the company delivers, could have an impact on the structure of the organisation and establishment head count.

- 9.2 Fit for purpose structures and services that are managed in line with its budget aim to deliver first time resolution for customers.
- 9.3 There is a dedicated action plan to support the company in growing our own resources. Where there are specific vacant posts that can be difficult to recruit to, the decision is taken to consider the entry skills levels to allow for wider applicants to be able to apply and develop their skills and qualifications while working on the job.
- 9.4 Action is taken to reduce absenteeism with early intervention and robust management.

10.0 Health and safety implications

- 10.1 As part of the company's service delivery, Health and Safety requirements are included in the budget forecasting.

11.0 Equality, Diversity and Inclusion activity implications

- 11.1 Has an equality impact assessment been carried out? **No**
- 11.2 Explanation: Not applicable.

12.0 Impact on the environment and community

- 12.1 Wolverhampton Homes will continue to work with the City of Wolverhampton Council to provide adequate access to high quality green space for the local community.
- 12.2 Wolverhampton Homes will embed corporate social responsibility as part of its procurement considerations.

13.0 Long term consequences for the company

- 13.1 Robust control and regular monitoring of budgets and getting the best use of our cash reserves is essential to ensure the company is sustainable and has sufficient resources for the long term.

14.0 Impact on business relationships with suppliers, customers and others

- 14.1 Careful financial planning is required to ensure the company can continue to provide more efficient service delivery to its customers, and to support local suppliers.

15.0 Impact on Wolverhampton Homes' Management System

- 15.1 Will any new policy or policy updates have an impact on the management system? Not applicable.

16.0 List of Appendices

16.1 Appendix 1 - Income and Expenditure Outturn

16.2 Appendix 2 – Budget outturn by Service

Appendix 1 - Income and Expenditure Outturn 2023-2024

	2023-24 Budget £000	2023-24 Outturn £000	2023-24 Variance £000	Comment
Expenditure				
Employees	31,082	29,949	(1,133)	Timing of recruitment of vacant posts
Repairs and Maintenance	19,211	21,195	1,984	Response repairs contractor and materials spend
PSL payments to landlords	130	64	(66)	Strategy to reduce number of leases
Facilities	629	494	(135)	Saving against budget for office rent after rationalisation
Transport	1,097	1,263	166	Fleet cost increase
Supplies and Services	4,052	4,185	133	IT software
Support Services	1,986	2,016	30	ICT Service level agreement
Total Expenditure	58,187	59,166	979	
Income				
Management Fee	(46,500)	(46,500)	-	
Trading Income	(6,231)	(6,048)	183	Capital programme income offset by cost reductions
Capitalised salaries	(2,607)	(2,188)	419	Funding for new posts – timing of recruitment
PSL rental income	(160)	(46)	114	Strategy to reduce number of leases
Investment Property Income	(155)	(169)	(14)	
Other Income	(1,534)	(1,718)	(184)	Additional grant income
Total Income	(57,187)	(56,669)	518	
Net contribution from reserves	1,000	2,497	1,497	

Appendix 2 – Budget outturn by Service

Division	Service	Budget £000	Actual £000	Variance £000	Reasons for Variance
Corporate Services	Business improvement	1,517	1,340	(177)	Bank interest – favourable impact of interest rate increase
	Central provision for pay award	219	-	(219)	Provision for pay award held centrally net of vacancy factor. Balance remaining after pay award
	Customer experience	4,517	4,680	163	IT budget overspend of £262,000 partly offset by salaries underspends
	Governance and Exec Support	587	610	23	
	Human Resources	653	683	30	Legal fees
	Skill Development	1,315	1,409	94	£50,000 overspend on tenants and residents' groups (meeting rooms) £55,000 overspend Learning and development (project management / professional qualifications)
Property Services	Building Solutions	4,706	5,046	340	Voids budget
	Commercial	464	161	(303)	Capitalised salaries income budget out of line with salaries budget – also impacts Stock Investment and Property Directorate
	Construction	4,634	4,302	(332)	Facilities (office rent) and fencing works
	Property Directorate	93	156	63	Capitalised salaries income budget out of line with salaries budget
	Repairs	14,256	15,921	1,665	Contracts and materials
	Stock Investment	2,757	2,936	180	Capitalised salaries income budget out of line with salaries budget
Homes and Communities	HM Directorate	262	281	20	
	Housing Operations	704	631	(73)	ASB salaries and legal fees
	Income	1,972	1,970	(2)	
	Tenancy and Community	6,222	6,386	164	£0.4 m underspend on salaries, £0.2 m overspend on grounds maintenance contract, £0.1 m overspend for waste removal

	Homelessness prevention and Assistance	1,068	686	(382)	Additional grant funding from the council – includes Housing Support
	Housing Improvements	71	223	152	Trading income
	Housing Outreach	128	136	8	
	Housing Support	244	310	66	Income – offset by grant funding
	Lettings	904	917	13	
	Temp Accommodation	207	213	6	
	Total	47,500	48,997	(1,497)	