



Wolverhampton Homes

Business Plan
2026 – 2027



A message from the Chief Executive



Welcome to our Business Plan that will underpin our work through the year 2026 – 2027. This is our strategic roadmap that outlines our commitment to providing high-quality services to meet the needs of our diverse customer population. Our plan supports the strategic priorities of the City of Wolverhampton Council.

Our plan is shaped by the diverse voices within our communities, reflecting a stronger focus on customer involvement than ever before. By working closely with our customers, listening to their experiences, and co-designing solutions, we are committed to delivering high-standard services that truly meet the needs of those we serve.

Customers have told us they want us to be there when they need us, with access to first-class digital services and the ability to speak to our teams if they need to. We continue to develop the Wolverhampton Homes My Account app and we are working with our customers to reshape our website to ensure improved online access to our services.

In pursuit of this mission, we will continue to focus our efforts around three key pillars, to support the City of Wolverhampton Council's strategy:

Enhance our community and customer focus – by working in communities to deliver excellent services which keep customers at the heart and meet their changing needs and preferences.

Provide safe and secure homes – by managing and maintaining homes and neighbourhoods to a high standard, adapting and improving the existing housing stock, and actively contributing to the improved supply of sustainable accommodation options across the city.

Support people to sustain their tenancies and homes – through effective advice and support services, we support tenants to live independent, prosperous and fulfilling lives. We will continue to work collaboratively with stakeholders to promote independence and individual and community resilience.

We will maintain high standards through active community engagement, open communication, and diverse opportunities for customer involvement, all supported by strong governance from the Wolverhampton Homes Board.

Shaun Aldis

Chief Executive of Wolverhampton Homes

Executive summary

Wolverhampton Homes is an Arms Length Management Organisation (ALMO) that manages around 19,000 properties on behalf of the City of Wolverhampton Council. We also provide a wide range of support services for customers and city-wide, tenure-neutral services.

As an Arms Length Management Organisation, we are governed by a Board of non-executive directors and led by a Senior Management team. With customer voice and influence embedded into our governance structures through the Board, committees, and our Customer Involvement Panel, we have created a clear vision and plan.

This has been developed through customer feedback, robust data and insights, and has its roots seated in the premise of the Charter for Social Housing Residents and in the Consumer Standards. We believe we are in a strong position to meet the demands ahead, with a sound track record of delivering services that meet customers' needs.

The landscape for housing remains challenging, and our plan will help us to navigate the challenges ahead, by guiding our continued response to emerging legislation and regulations, ultimately raising standards for our customers.

We will continue to develop innovative approaches to customer service and housing support, whilst achieving efficiencies and a value for money approach to sustainable outcomes.

To deliver this plan, we will continue to work with our tenants, customers, colleagues, partners and our shareholder. Our Customer Involvement Panel will bring honest and constructive feedback as we implement this plan and we will enhance how we engage and listen to customers to capture a wider and more diverse range of views.



Our City, Our Plan

Wulfrunians will live longer, healthier lives



WOLVERHAMPTON
HOMES

Business Plan 2026 – 2027 strategic objectives

Enhance our community and customer focus

Provide safe and secure homes

Support people to sustain their tenancies and homes

About Wolverhampton Homes

The City of Wolverhampton is fairly unique in its position of having an Arms Length Management Organisation operating alongside three smaller tenant management organisations – Bushbury Hill Estate Management Board, Dovecotes Tenant Management Organisation and New Park Village Tenant Management Co-operative.

Wolverhampton Homes manages around 19,000 tenanted properties, 2,500 leaseholds, 50 shared ownership homes, 200 shops and more than 3,500 garages. We deliver a range of services on behalf of the city council and support the other managing agents through retained responsibility, regulatory and compliance activity, ensuring all council-owned properties across the city are compliant with the highest safety standards.

The City's capital programme is managed by Wolverhampton Homes. We are especially proud to be responsible for delivering regeneration schemes such as Heath Town, a major regeneration project to upgrade and enhance the estate with a range of safety, security and environmental improvements.

In providing our customers with access to digital services, we developed our My Account app to include the application process for council homes. This has provided a streamlined application process.

With circa 600 employees, we remain one of Wolverhampton's largest employers, and we take our responsibility to the city seriously. Our Early Careers programmes provide young people of the city with the opportunity to gain valuable skills and experience in the social housing sector combined with formal learning and qualifications that will help them to develop a long and rewarding career.

As housing regulations and standards evolve, we ensure our colleagues stay skilled and competent, so customers consistently receive high-quality, compliant services. By investing in our workforce, we directly enhance the support and guidance available to customers, also helping our team to thrive through a culture of continuous learning and improvement.



Our mission, vision and values

Our values were created by our colleagues - for our colleagues. Our ways of working aim to drive an enabling and engaging culture and inspire innovation and excellence while creating collaborative opportunities for us to deliver.

Our mission:



Our vision:



Our company values



Working together

We work collaboratively with our customers and colleagues. We value each other's ideas and different skill sets. We are more efficient when we work together.

Open to new ideas

We embrace change, look in different places, ask questions and try new things. We are curious and we continually look for better ways of doing things, driving efficiencies and being innovative.

Respecting differences

We treat others as we would like to be treated, and we value open and honest conversations. We are encouraging of others' views, and we know that our greatest strength comes from our differences, so we have created a supportive environment where we can all be proud to be ourselves.

Delivering our promises

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

Supporting the city's priorities

As one of four managing agents supporting the City of Wolverhampton Council, our intent is to deliver outstanding housing management and support services, that not only maintain the highest standards of safety and compliance but also contribute to the regeneration and improvement of our neighbourhoods and communities.

Our Business Plan and key priorities are informed by the city's Our City, Our Plan.

A settled and secure home is the foundation for people and families to thrive. Alongside the standard housing management services, we provide a wide range of services to support healthy, safe and thriving neighbourhoods and communities.

We aim to tackle anti-social behaviour through our dedicated, city-wide, tenure-neutral service and we strive to forge positive connections and to keep residents safe in their homes.

Our Money Smart team supports thousands of customers each year with financial and cost-of-living challenges. The team provides budgeting advice and supports customers to understand what benefits they may be entitled to, enabling a rent-first approach to supporting tenancy sustainment.

Our Early Careers initiatives have supported unemployed 18-24-year-olds in the city into secure jobs with opportunities to learn and grow a successful career.

Supporting principles

Climate conscious

Committed to the 'Net Zero' carbon target for 2041 to continually improve the properties managed on behalf of the city council, with a focus on energy efficiency.

Driven by digital

Aligned with the council's aim to maximise digital technologies to deliver better services and outcomes, encouraging customers to move to digital by choice.

Fair and equitable

We are passionate that everyone should have fair and equitable access to services and opportunities. We support Tenant and Resident Associations who play a positive role in the community.

Customer engagement and influence

Vital to our strategy, collaboration with customers supports us to achieve the outcomes of the Tenancy, Influence and Accountability Standard. It ensures engagement is inclusive and representative, maximising customer insight and feedback to co-design and tailor our services.



Governance

Wolverhampton Homes operates effectively, maintains financial stability and delivers high-quality housing management services. Through a dedicated Board and supporting committees that oversee strategic decision-making, risk management and regulatory compliance, we deliver a robust governance framework which is essential for ensuring that we provide assurance to the City of Wolverhampton Council.

Wolverhampton Homes Board

Our Board is made up of 12 non-executive directors - including four tenant members, four independents and four City of Wolverhampton Councillors working alongside the Senior Management team to guide strategic decision-making and ensure legal and regulatory compliance. The Board meets quarterly and is supported by two committees focused on Communities and Service Delivery, and Audit and Business Assurance.

The Board oversees risk management, monitoring high-level risks, reviewing the organisation's risk appetite and ensuring effective controls are in place.

The business is split over two directorates, each responsible for delivering services and supporting organisational objectives.

The Board provides oversight and strategic direction, ensuring the organisation is working actively to remain financially secure by reviewing and approving financial plans, guided by principles of efficiency, value for money and sustainability. This approach supports the ambitious Our Future Council programme, aimed at reducing the deficit in both the Housing Revenue Account and General Fund.

Through its governance, the Board holds the company to account in its drive for efficiencies, improvements to service delivery and maintaining compliance. It is important that we demonstrate our financial strategies align with the council's priorities for fiscal responsibility and long-term stability.

Governance arrangements

Assurance is provided to the city council through robust governance structures that are regularly reviewed to ensure these remain fit for purpose and continue to offer value for money.

Senior Management team



Shaun Aldis
Chief Executive



Julie Haydon
Director - Corporate
and Neighbourhoods



Ian Gardner
Director - Housing
Operations

Governance Continued

Customer Involvement Panel

Our Customer Involvement Panel plays a vital role in ensuring that tenant and leaseholder voices shape our organisation's decision-making, strategies, policies and service delivery.

Made up of tenants and leaseholders from across the city, the panel brings together a diverse range of perspectives.

Meeting six times a year, the group actively reviews proposed strategies and significant service changes, providing customer feedback that is considered and acted upon. Its work ensures that our services remain responsive to the real needs and concerns of our customers.

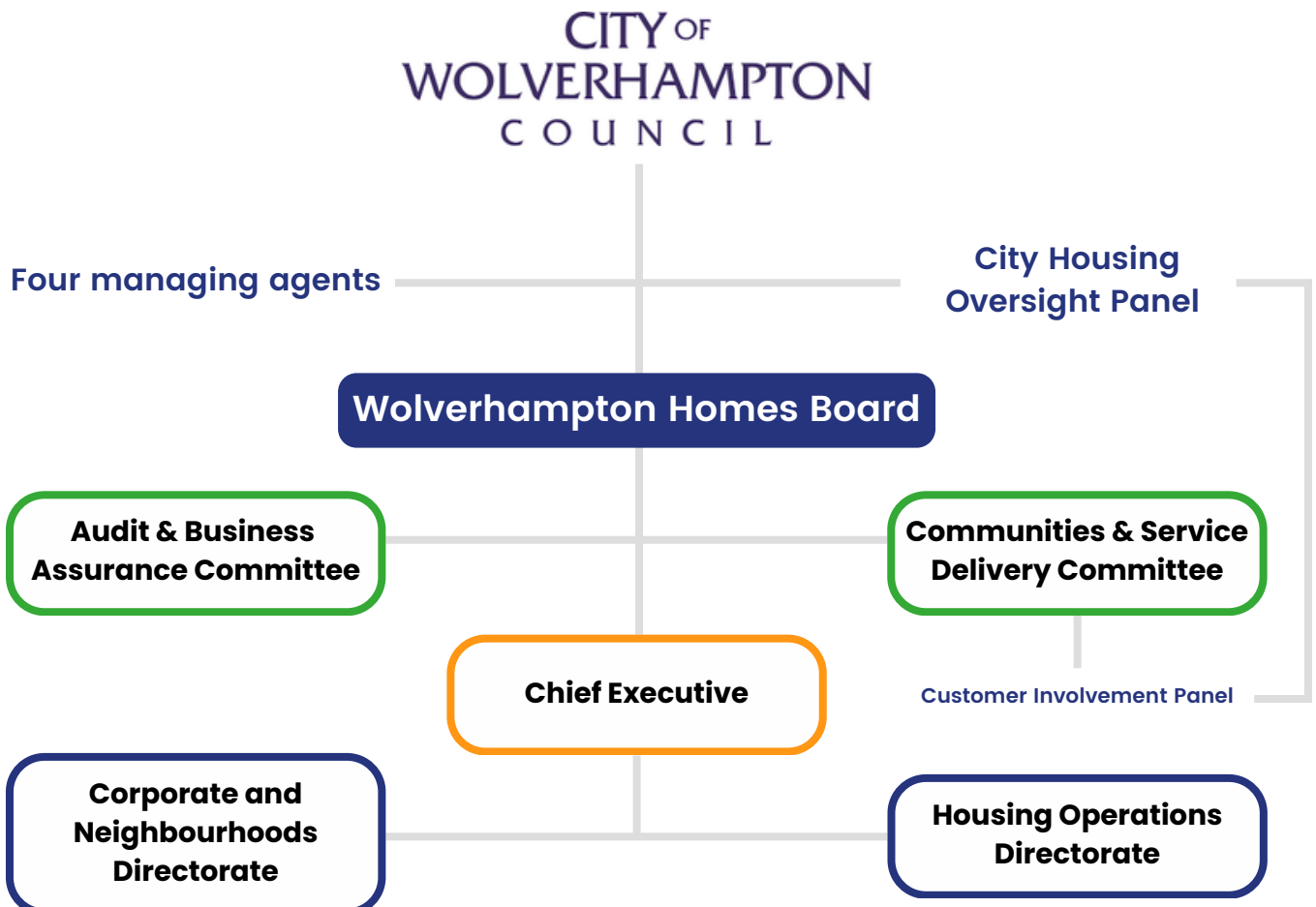
Additionally, the panel oversees the planning and execution of our scrutiny activities.

It regularly reports its findings and recommendations to the Communities and Service Delivery Committee, strengthening accountability and driving continuous improvement through the business.

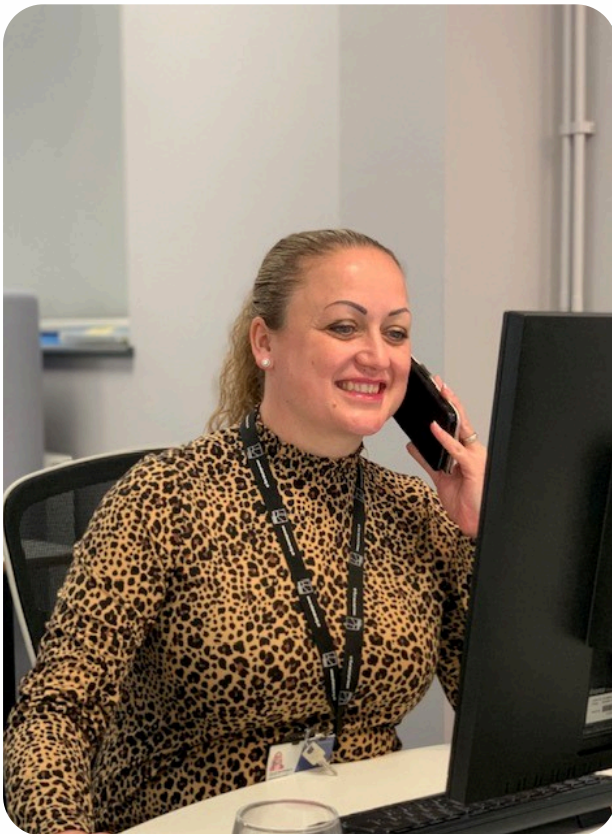
You can find various bodies of work that the Customer Involvement Panel has played a significant part in developing on our website:

www.wolverhamptonhomes.org.uk/casestudies

A reflection of the work that the Customer Involvement Panel has carried out will be published early 2026. This will demonstrate how it has influenced and effected change to Wolverhampton Homes service delivery, resulting in better outcomes for customers.



Our directorates



Corporate and Neighbourhoods

- Anti-social behaviour services (tenure-neutral)
- Business Assurance and Governance
- Communications
- Cost Improvement Plan
- Customer Contact and Access
- Customer engagement and influence
- Customer Resolution including complaints management
- Equity, Diversity and Inclusion
- Finance
- Human Resources
- Learning and Organisational Development
- Neighbourhood Services
- Projects and Performance
- Systems Development
- Talent Attraction and Recruitment



Housing Operations

- 24/7 response repair service
- Asset compliance management and assurance
- Building safety
- Capital programme management and delivery
- Commercial services
- Domestic abuse support
- Environmental management
- Home sales, shops and leasehold management
- Income and Money Smart
- Lettings, allocations and mutual exchanges
- Retained responsibilities and support to Tenancy Management Organisations
- Safeguarding
- Stock condition, design, and investment planning
- Tenancy and estate management
- Void property management
- Young persons service

Our finances

The City of Wolverhampton Council provides the majority of our income via a Management Agreement.

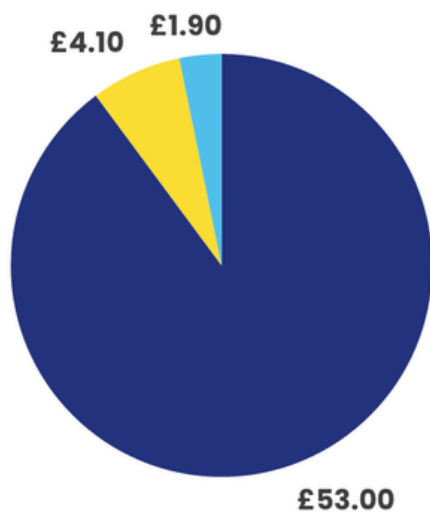
Cost Improvement Plan - finance approach

The Company has a Cost Improvement Plan in place to support the delivery of cost efficiencies through working in new ways including the reprioritisation of resources.

This is to help us manage the upward pressures on our budgets due to a number of factors including increased regulation and inflation, and the continual aim to achieve value for money.

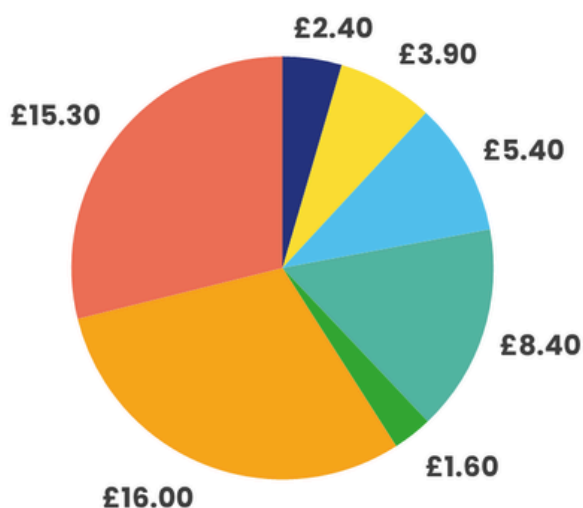
To date this programme has identified £2.1m of cost reductions from across the business which have been built into the 2026 - 2027 revenue budget.

Income Sources 2026 - 2027 £M



Management fee	£53.00
HRA Capital	£4.10
Trading, General Fund and other	£1.90

Net Budget by service area 2026 - 2027 £M



Customer Experience	£2.40
Estate Management	£3.90
Housing Management	£5.40
Organisation	£8.40
Other costs	£1.60
Programmed works	£16.00
Responsive repairs	£15.30

Our finances Continued

Medium-term financial strategy (MTFS) with three-year forecast

The summary table demonstrates that Wolverhampton Homes is projecting a balanced budget position in the medium term. The assumptions made for inflation, pay growth and the forecast management fee are in line with those used in the Housing Revenue Account Business Plan.

MTFS three-year summary	2025 - 2026 forecast £000	2026 - 2027 Year 1 £000	2027 - 2028 Year 2 £000	2028 - 2029 Year 3 £000
Employees	28,880	28,300	29,031	29,781
Non Pay	29,003	30,721	30,954	31,420
Trading and other income	(6,183)	(6,021)	(6,145)	(6,272)
Management Fee	(51,700)	(53,000)	(53,800)	(54,930)
Reserves contribution	0	0	40	0



Priorities for the year

As the largest housing management partner of the City of Wolverhampton Council we recognise the significant role and opportunity we have in supporting the council to achieve its goals.

The priorities for the year will focus on the city's Housing Strategy. These are aligned with the Consumer Standards under the Social Housing (Regulation) Act 2023.

To be safe in your home

The government will work with industry and landlords to ensure every home is safe and secure.

To be treated with respect, backed by a strong consumer regulator and improved Consumer Standards.

To have your complaints dealt with promptly and fairly, with access to a strong Ombudsman.

To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair.

To know how your landlord is performing including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.

To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board.

To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.



Summary

Our Business Plan underpins the priorities for Wolverhampton Homes over the coming year and reflects the company's commitment to providing exceptional services that are not only aligned with the priorities of the City of Wolverhampton Council, but also compliant with relevant regulations including the Regulator of Social Housing's Consumer Standards.

We are dedicated to meeting and exceeding Tenant Satisfaction Measures, ensuring that our services are responsive, high-quality and centred on our customers.

Wolverhampton Homes links into the City of Wolverhampton Council's Equity, Diversity, and Inclusion (EDI) Strategy which aims to embed fairness, tackle discrimination, and foster good community relations, focusing on embedding principles across our services, workforce, and leadership to see real improvements for customers and staff, covering aspects like workforce diversity and inclusive service delivery.

Consumer Standards

The introduction of the fifth Consumer Standard, the Competence and Conduct Standard, aims to ensure that team members have the appropriate professional skills and behaviour when supporting customers. The new standard is effective from October 2026.

The competence of our workforce is fundamental to delivering excellent services and maintaining the trust of our tenants and customers. We are committed to ensuring every team member has the right skills, expertise, and up-to-date knowledge for their role. Recognising this, we place a strong emphasis on team competence at every level within the organisation.

Our strategic intent is to align our workforce development with the new Competence and Conduct Standard, ensuring compliance while enhancing customer experience and safety through skilled team members.

Currently, a skills gap analysis for all roles has been completed, along with a training needs assessment for frontline and management teams. Additionally, qualification mapping for senior housing managers is being considered.

Key actions for the year ahead include finalising a comprehensive Competence and Conduct Policy, revising our Employee Code of Conduct to ensure alignment with regulatory expectations, and beginning professional qualification pathways for senior managers.

We will continue to invest in our people to ensure they deliver the highest level of service and professionalism, meeting both regulatory requirements and customer expectations.

Tenant Satisfaction Measures

The Tenant Satisfaction Measures are a set of performance indicators that play a vital role in driving improvements and enhancing the services we deliver to tenants and customers. The measures are informed by both independent tenant perception surveys, transactional surveys and through our ongoing performance data, ensuring our actions are closely aligned with that matters most to individuals and families.

Summary Continued

Conducted by an independent market research company, commissioned by the City of Wolverhampton Council, surveys are primarily undertaken via telephone, although tenants can choose to participate online.

The feedback received through these surveys, not only highlights our strengths, but crucially, pinpoints opportunities where services can be further developed or enhanced.

Tenant feedback is at the heart of our approach; we carefully consider the views expressed to shape service delivery and implement meaningful change. There is a specific element of our project work that is dedicated to the development of work in relation to the outcomes of Tenant Satisfaction Measures.

Wolverhampton Homes is committed to transparency, publishing the results annually and making this information readily available on our website, ensuring that tenants and customers can see how their feedback is influencing service development.

Details can be seen through our 'you said, we did' updates, available on our website.

Building Safety Act 2022 and Fire Safety Regulations 2022

The major overhaul of the Building Safety Act in 2022 places increased responsibility of managing high-risk buildings on Wolverhampton Homes. Alongside the Fire Safety Regulations, it is imperative we can demonstrate how the requirements of these legislations are met.

Wolverhampton Homes has completed the required building safety cases for all high-risk buildings we manage. This incorporates several facets such as resident engagement strategy, structural risk and fire safety assessment including evacuation procedures specific to each building and customers.

As new legislation evolves, we will continue to ensure that customers and their safety are at the heart of all we do.

Repairs timescales

In light of new statutory timeframes for repairs, we are signposting customers to our Repairs Handbook, which details repairs timescales:

www.wolverhamptonhomes.org.uk/handbook

Housing Ombudsman Complaints Handling Code

We are committed to listening to and resolving customers' issues. Wolverhampton Homes has measured its complaints activity against the Housing Ombudsman Complaints Handling Code for several years, ensuring continual improvement in our service.

Each year, we complete a self-assessment against the Code, which you can find here:

www.wolverhamptonhomes.org.uk/complaintspolicy

In addition, we actively support the city's approach to Complaints Improvement planning, working collaboratively to enhance outcomes for all our customers.

Summary Continued

The social housing landscape is ever evolving, and Wolverhampton Homes, as an ALMO, is well positioned to navigate these changes. By embracing regulatory reforms, fostering customer-centric practices, and promoting innovation, we are confident in the company's ability to not only meet but exceed the expectations of our diverse customer base.

The priorities outlined in this plan, from enhancing community focus to delivering safe and secure homes, resonate with the council's broader objectives and corporate aim, for Wulfrunians to live longer, healthier lives.

We are confident that Wolverhampton Homes' leadership, colleagues, and governance structures are developed and positioned to deliver this Business Plan effectively.

Through transparent communication, community engagement, tenant influence, and a commitment to high compliance standards across the company, we believe Wolverhampton Homes will continue to be a cornerstone in providing quality housing services and positively impacting the lives of Wolverhampton's residents.



Summary Continued



Councillor Sally Green,
Chair of the Wolverhampton
Homes Board

“As Chair of the Wolverhampton Homes Board, I am proud that our organisation remains committed to delivering the priorities of the City of Wolverhampton Council.

“This Business Plan sets out how we will continue to play a vital role in helping the council achieve its goals, particularly by ensuring our customers live in good-quality homes in thriving neighbourhoods.

“Listening to our customers is at the heart of everything we do. By working together, we ensure their voices shape our services and help us to respond effectively to the changing landscape of regulation and legislation.

“However, like many local authorities across the country, the City of Wolverhampton Council faces financial challenges. Wolverhampton Homes is proud to support the council by contributing to the delivery of savings and efficiencies, while staying focused on offering excellent services that provide good value.

“We are a resilient organisation with a strong future ahead. Our goal is to continue providing first-class support to our diverse customers whenever they need it.”



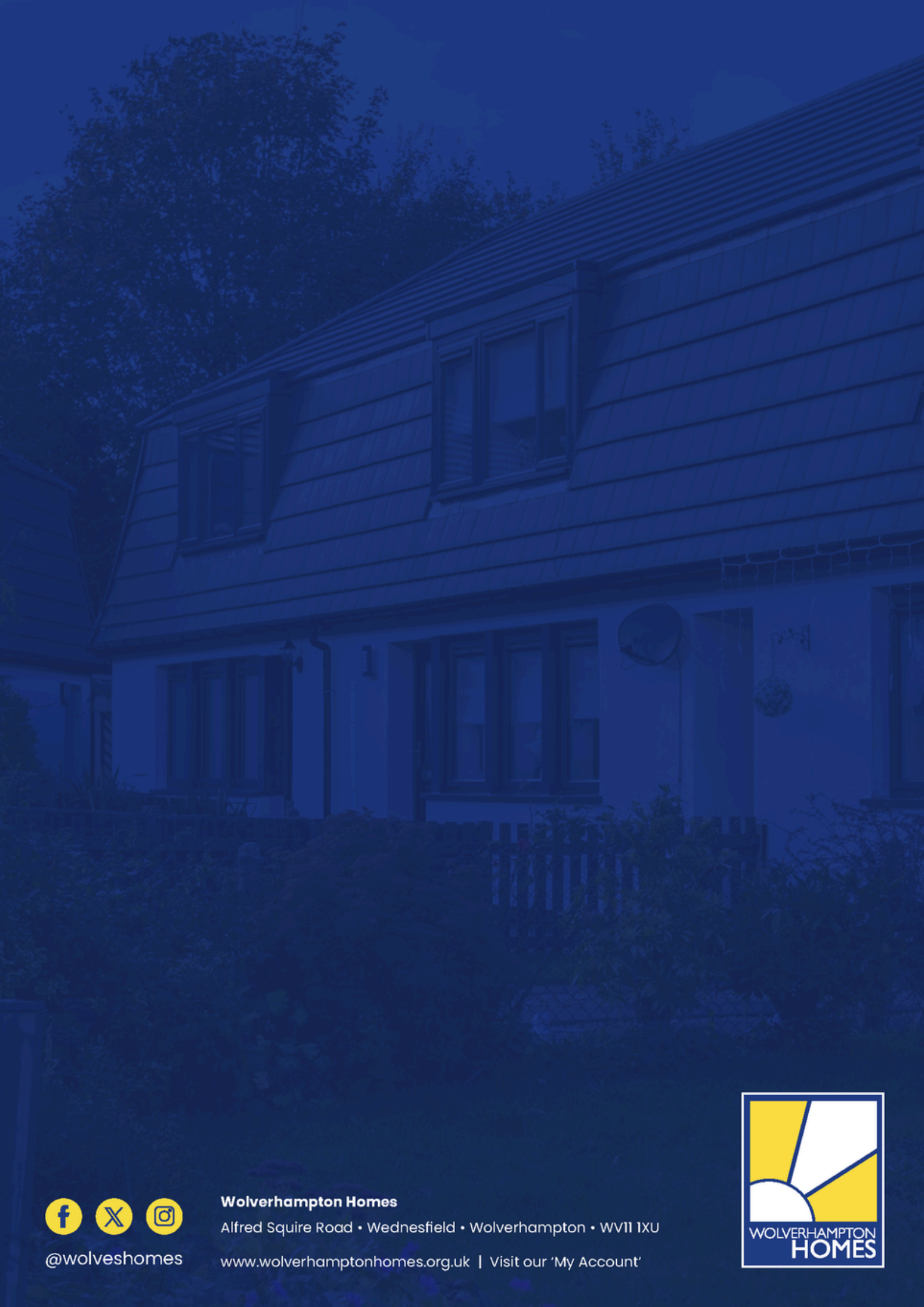
Councillor Steve Evans,
City of Wolverhampton
Council Deputy Leader and
Cabinet Member for City
Housing

“The City of Wolverhampton Council is delivering better homes for local people across the city by improving council housing through new development on brownfield sites, replacing outdated homes with new builds, and delivering retrofit works.

“Through our joined-up approach and shared commitment to providing high-quality housing services, we continue to prioritise safe and secure homes in well-connected neighbourhoods, as we know this means a lot to council tenants.

“Wolverhampton Homes’ Business Plan has been developed in collaboration with the council to ensure improvements are delivered that meet not only regulation and legislation, but the needs of our residents. We are making good progress, and know there is more to do.

“The City of Wolverhampton Council is proud to have worked in partnership with Wolverhampton Homes for over two decades.”



@wolveshomes

Wolverhampton Homes

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www.wolverhamptonhomes.org.uk | Visit our 'My Account'

