Wolverhampton Homes Open Board Meeting
24 June 2026

Time	9.30 am	**Public Meeting?**	YES	**Type of meeting**	Wolverhampton Homes
Venue	The Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, WV11 1XU				

Membership

Councillor Micky Thomas
Councillor Paul Appleby
Councillor Tersaim Singh
Councillor Zareena Russell
Darshan Chatha
Hannah Semple
Mark Ansell
Ranjit Kaur
Mathew Tschubenko
Theresa Phillips

Information

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

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

Copies of other agendas and reports are available from:

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

Agenda

MINUTES

Meeting:	**Open Board Meeting**
Date:	**05 March 2026**
Venue:	**The Boardroom, Wednesfield Office, Alfred Squire Road, Wednesfield, WV11 1XU**
Time:	**09:30**

<u>Members in attendance: -</u>

Councillor Sally Green	-	Board member (Councillor) – Chair
Councillor Paul Appleby	-	Board member (Councillor) – Vice-Chair
Councillor Tersaim Singh	-	Board member (Councillor)
Councillor Zareena Russell	-	Board member (Councillor)
Darshan Chatha	-	Board member (Independent)
Mark Ansell	-	Board member (Independent)
Mathew Tschubenko	-	Board member (Tenant)
Ranjit Kaur	-	Board member (Independent)
Teresa Phillips	-	Board member (Tenant)

<u>Wolverhampton Homes staff in attendance (WH): -</u>

Shaun Aldis	-	Chief Executive
Ian Gardner	-	Director – Property
Julie Haydon	-	Director – Corporate Services
Nicky Devey	-	Head of Business Services - Teams
Jessica Whitehouse	-	Business Assurance Manager (Notes)
Emma Rolinson	-	Head of People

<u>City of Wolverhampton Council (CWC): -</u>

Jenny Lewington	-	Deputy Director of City Housing (Teams)
Jo McCoy	-	Finance Business Partner

<u>External Audit – Grant Thornton: -</u>

Thomas Woodhead	-	Grant Thornton – External Audit Item 5 (Teams)

<u>Observers: -</u>

Louise Talbot	-	Chair of Customer Involvement Panel

1.0 1.1	**Apologies** - Hannah Semple – Board Member – Independent	
2.0 2.1 2.2	**Declarations of Interest** - Matthew Tschubenko – Tenant Board Member - Teresa Phillips – Tenant Board Member Noted: No specific conflict of interest identified.	
3.0 3.1	**Minutes of previous Open Board Meeting – 10 December 2025** Minutes of the previous Open Board meeting agreed as a true record.	
4.0 4.1	**Matters arising** 6.1.1 - Action: Signature to be added to Financial Statements / Accounts – **Complete.**	
External Audit Items		
5.0 5.1 5.2 5.2.1 5.2.2 5.2.3	**Summary of the Audit Risk Assessment - Thomas Woodhead, Grant Thornton** - Consistent with last year's report and covers all reporting requirements. - Planned approach and timings as auditors. - There are three significant risks - management over ride controls (present in all we do), fraud in transactions and Pension fund liability and surplus. - Completed planning work – view to sign off at the December 2026 Board meeting. - Outlines independence as auditors. - The letter outlines agreed audit fees for this year. Points raised from Board members: Query: External audit – recent inspection from the RSH, has this been taken into account as part of next 12 months. Response: External Audit would only review reports for additional risks outlined. The information is used to pinpoint our approach in certain areas i.e. any deficiencies highlighted. Query: Are there any outstanding items from previous audits to be concerned about i.e. unresolved issues.	

5.2.4	Response: Most issues would present themselves during field work – Internal Audit to report back on this at the next Board meeting should anything of note be found. **Resolved: Board members noted the content of the Summary of the Audit Risk Assessment**	
For Policy Approval		
6.0 6.1 6.1.2 6.1.3 6.1.4 6.1.5 6.1.6 6.1.7	**Repairs and Maintenance Policy update - Ian Gardner, Director - Property Services** - This policy has been presented to the Customer Involvement Panel. - WH will carry out more meaningful consultation with Customer Involvement Panel and the City Housing Oversight Panel (CHOP) as well as wider customers as part of the next review. - This is a light touch review from a technical perspective. Query: Confirmation sought on whether existing Repairs contracts are fully aligned or whether variations be required. Response: In December 2025, Board approved for WH to undertake procurement around measured term contracts. New specification and Key Performance Indicators etc will align with this policy. Tenders will be going out in the spring and WH will then agree variations on existing contracts. It is not expected to impact on emergency response repairs. Query: Assurance sought on how WH are preparing for Awaab's Law Phase 2 and with the policy change, is WH comfortable internally and with contractors to meet timelines and demands as this could have an impact on TSMs if there are delays. Response: From a systems and people perspective – internal and external supply chains are directly linked to the procurement being undertaken. WH have one general builder contractor, and will be moving to three contractors by the end of summer. Resilience will be improved should there be any performance or capacity issues – the framework in place builds in continuity. Budget – from a resource perspective there is confidence that there will be capacity. Scrutiny is taking place and WH will be following the impact on finances and wider HRA closely. Query: Are there any proposed changes to response times in this policy versus the previous version? Response: There are no substantial changes in terms of core emergency / routine response repairs. WH have Awaab's Law	

	timescales to respond to, and these requirements have been included.	
6.1.8	Other areas highlighted: - Work has been undertaken across Q3 Tenant Satisfaction Measures (TSM). - Estate days / Repairs focus group – WH is looking at whether a focused approach on specific elements. - The Community Forum app is currently being tested by the Customer Involvement Panel with a wider group also testing this for one area of the city. - Technology is being maximised where possible, whilst ensuring provision for face to face customer contact is still available. - Transactional tasks can be completed with ease via the app at a time to suit the customer. **Resolved: Board Members approved the updated Repairs & Maintenance Policy**	
For Decision		
7.0	**Modern Slavery Statement – Emma Rolinson, Head of People**	
7.1	Modern slavery statement was discussed in more detail in relation to: - Procurement process - in place and reduces modern slavery risks. - Internal Audit – to be included in future audit planning. - WH continues to raise awareness by publishing the statement – with managers expected to share and discuss this with their teams. - See It Report It (SIRI) is key to assisting the delivery of this statement.	
7.1.1	Query: Are we confident we have assurance and transparency across our supply chain?	
7.1.2	Response: WH are reliant on the authenticity of evidence provided by the supply chain. The Modern Slavery statement sets out the tools in place regarding contract monitoring arrangements, and the proposal is to do a more in-depth audit to ensure WH is doing all it can. Contractors are required to declare who is on site and request identification. WH monitors this.	
7.1.2.1	There are areas where there is a risk of deliberate attempts to commit fraud and WH needs to continue to be proactive – and to follow best practice.	

7.1.2.2 7.2 7.2.1 7.2.2	WHs current partner is Travis Perkins – compliance with modern day slavery is highlighted in their contract and they must comply with the policy. This includes counterfeit products. Checks are carried out by WH. Query: Trustmark – are we able to look at this register when work is going out to see if suppliers are accredited? Response: The Safety Schemes in Procurement (SSIP) is part of the Contractors Health and Safety Assessment Scheme (CHAS) – a UK accreditation scheme used by businesses and contractors to demonstrate compliance. Everyone has to go through the pre-qualification route including checks and assurances, risks etc. WH are reliant on the due diligence of our contractors ensuring they are compliant. It is essential to work with the local supply chain to support any upskilling requirements. Discussions take place with procurement in relation to company legislation and policies (procurement). **Resolved: Board Members approved the Modern Slavery Statement as at 01 April 2026 for Wolverhampton Homes.**	
8.0 8.1 8.2 8.3 8.4	**Revenue Budget 2026 - 2027 and Medium-Term Financial Strategy update 2026 - 2027 to 2028 - 2029 - Julie Haydon, Director - Corporate Services** Details were shared in relation to the cost improvement savings approved by Board and the aims to deliver a balanced budget. Activity is focused on active monitoring and early intervention. The balanced budget is a result of diligent and careful management, efficiencies, deferred activity, managerial accountability and regular reviews by the senior management team and the Council's Finance team. Strategic meetings take place with the Council including attendance at the Resources and Financial Assurance Group (RAFAG) chaired by the Council's Deputy Chief Executive. Cost improvements have also been achieved through service redesign and streamlining e.g. cross service working, matrix management and deletion of vacant posts where these do not impact on the front line delivery services etc. The approach taken protects core services, but the company are aware of areas of additional pressure on colleagues. Work is ongoing to ensure that staff wellbeing is protected and supported with a range of services in place to do so.	

8.5	Medium Term Financial Strategy – shows some rising costs due to inflation and demand. Attention is paid to identify future pressures which is key. Recruitment is reviewed on an individual needs basis, coupled with increased demand on services, this comes with its challenges, but is managed effectively, proportionately and with a view to the delivery of the service around compliance and regulation.	
8.6	Query: In relation to increased demand, and reduced capacity (where not recruiting to roles), and with reserves seeming to be too low, will the Council fill the gap if this means there is little reserves due to the levels of reserves. Also, what is there a recommended reserve level for an organisation of this size?	
8.6.1	Response: The next report presented to board shows a forecast underspend – which supports good financial management. The Housing Revenue Account reserves are currently healthy – with circa £11 million. The Council has capacity to help with one off funding, or for areas of invest to save initiatives etc. If there is an increase of reserves on both sides, there is less funding we can use to reduce debt etc. Between WH and the Council, there is no justified need to increase the reserves however this is monitored and reviewed as part of the governance meetings with Finance colleagues.	
8.6.2	One of the areas supported by RAFAG is the principle of the 19 properties owned by WH being sold if required to increase WH reserves, although this is not expected to be progressed at this time.	
8.6.3	Query: Do staff salaries include the provision of incentives i.e. bonus?	
8.6.4	Response: Staff pay is governed by national terms and conditions, which set the overall framework for pay awards and salary structures. This means any nationally agreed annual pay award must be applied, and local salary bands must operate within that framework. Wolverhampton Homes therefore does not operate a separate bonus or incentive scheme outside those arrangements, and this is consistent with the approach for Council colleagues.	
8.6.5	Board members commented that they would like to see an exit from the cost improvement phase rather than always continuing to make savings.	
8.6.6	Board were advised that the Cost Improvement Plan will remain in place to maintain a clear focus on ongoing financial pressures and the need to deliver efficiencies. This reflects the expectation that pressures will continue, particularly in light of increased regulation and the requirement to do more with available resources and is	

	conducive with the Council's approach to the Our Future Council programme (OFC).	
8.6.7	Cost savings suggestions are welcomed from Board members and staff alike. **Resolved: Board Members approved the:** • **Outline Revenue Budget for 2026 – 2027** • **Medium-Term Financial Strategy (MTFS) for the financial year 2026 - 2027 to 2028 - 2029** **Board members noted:** • **The Budget includes Cost Improvement Programme (CIP) saving approved by Board of £1,980,000**	
For Information		
9.0 9.1	**Revenue Budget Forecast for 2025 - 2026 as at 31 January 2026 - Julie Haydon, Director - Corporate Services** Thanks were given to the contributions made to the Cost Improvement Plan and the subsequent identified savings and the collaboration with the Council to achieve this – which demonstrates the positive working relationship. **Resolved: Board Members noted the revenue budget forecast for 2025 - 2026 as at 31 January 2026.**	
10.0 10.1	**A.O.B.** Board members were asked to note that this would be the last Board meeting prior to the retirement of AB – Director, Homes and Communities. Thanks were given for the contribution to services.	
11.0 11.1	**Date of next meeting** - Wednesday 24 June 2026 @ 10am - Wednesfield Office Boardroom	

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Board Report

	Agenda Item 5
WOLVERHAMPTON HOMES	**24 June 2026** **Performance Framework update** **Quarter 4, 2025 - 2026**
	Open Report
Status:	For Information
Author and job title:	Justin Scott, Performance Manager
Contact No:	01902 554855
Recommendations:	**Committee members are asked to note:** • **the Performance Infographic containing the Key Performance Indicators (KPIs), the Big 7 Compliance indicators, and the results of the Tenant Satisfaction Measures for Quarter 4 2025 - 2026 detailed at Appendix 1.** • **the company's performance against the annual delivery plan at the end of Quarter 4, 2025 – 2026 detailed at Appendix 2.**
Key risks and contentious issues:	Wolverhampton Homes (WH) is required to deliver against its performance targets to ensure delivery against the regulatory and statutory requirements under the Management Agreement with its shareholder, the City of Wolverhampton Council (CWC). The performance framework is a driver for good governance across the company and is a key tool in monitoring and measuring areas of good practice and those that require improvement.

Management Summary

1.0 Purpose

1.1 To inform Committee members of the company's performance at the end of Quarter 4 2025 - 2026 in relation to:

- the Performance Infographic containing the Key Performance Indicators (KPIs), the Big 7 Compliance indicators and the Tenant Satisfaction Measures up to end of Q4 at Appendix 1.
- the Annual Delivery plan Q4 update at Appendix 2.

1.2 Performance infographic – key features (see Appendix 2):

- **Blue boxes** – Key Performance Indicator (KPI) and Compliance Indicator (CI) titles
- **Trends** – each KPI has up to three icons in the top right-hand corner which relate to the trend over the last 3 months. The larger icon to the right being the most recent:

  An up arrow indicates an improvement in performance

  A down arrow indicates a decline in performance

  A circle indicates that performance has remained static

- **Icon colour** - relates to the level of performance:

Green	Indicator is on target.
Amber / Orange	Indicator is off target, within an acceptable tolerance.
Red	Indicator is off target.
Black	This indicator does not currently have a target. This may be due to one or more of the following reasons: • It is a **new indicator**, and additional data is required before a meaningful target can be established. • It represents a **statistical measure** that is not directly influenceable through interventions or actions. • It is an **informational indicator** with **no clear polarity** (i.e. no inherent "good" or "bad" direction), making it unsuitable for target-setting.

- **Supporting information** - supporting information, which is shown in the yellow box at the bottom of each KPI / CI box to provide context to the level of performance.

- **Housemark data** - Where available, comparison to other national housing providers is given. WH's performance position is shown as one of four colour boxes with the text “**HM TQ”** (Housemark Top Quartile) and a figure beneath, which represents the current top quartile figure for our peers:

Purple	Top Quartile – In the top 25%
Green	Second quartile
Amber	Third quartile performance
Red	Bottom quartile performance – in the bottom 25%

WH aim to reach the top quartile for all indicators shown.

1.3 Where the Infographic shows an indicator as off target at the end of Q4, an exception report is produced.

2.0 Summary of exception reporting

2.1 CS-HD1 Homes Direct - calls answered within 80 seconds. Performance is within tolerance, although is marginally below target at 50.4% for year end. The team have seen a reduction in resource, whilst increasing activity to support the business including increased triage activity, and additional complaint handling pressures. The risk of a reduced resource includes customer dissatisfaction, repeat contact, and reputational impact, with improvement actions focused on resource review, process automation, expanded omnichannel use (CXone), and a digital-first approach. All risks are being monitored and are managed as part of the Cost Improvement Plan.

2.2 CS-HR1 Sickness Absence. Sickness absence met target at 3.92%, despite a seasonal increase in February and March that briefly exceeded tolerance. Overall performance remains strong and above sector average, with musculoskeletal and mental health being the main absence drivers. Ongoing actions around early intervention, manager training, occupational health support and wellbeing provision are in place to sustain performance.

2.3 TSM-RP02a Non-Emergency Jobs Completed in timescale. Performance finished the year at 94.54%, within the top-quartile benchmarking. Results were affected by the completion of outstanding repairs and high work-in-progress levels, though the backlog has been reduced by 26% year on year. Improvement actions focus on contractor management, system upgrades, data cleansing, and process changes, with performance expected to return to target by Q2 2026 – 2027.

3.0 Summary of TSM direction of travel

3.1 Tenant Satisfaction Measures show a positive overall position, with most indicators improving year-on-year and evidence of strengthening trends over recent quarters. Performance is particularly strong in repairs, timeliness, safety, complaint handling, and tenant engagement, with several measures showing notable improvement compared to Q4 2025. This suggests that service improvement activity is having impact, which is expected to feed through to overall satisfaction. Overall, the charts indicate steady improvement in customer experience, with momentum building, but some measures still needing sustained focus to consistently meet target.

4.0 Financial and Value for Money implications

4.1 Any significant under-recovery of rent would impact directly on the Housing Revenue Account (HRA).

4.2 The performance of the company contributes to the overall financial health of the organisation.

5.0 Legal and regulatory implications

5.1 Wolverhampton Homes are required to meet their regulatory and statutory obligations including compliance with the Consumer Standards.

6.0 Human resources implications

6.1 The company continues to address areas of colleague underperformance and poor behaviour through the relevant policies and procedures.

7.0 Health and safety implications

7.1 Where exception reports are produced, the company addresses any impact on the welfare of its tenants ensuring a safe living environment, and safe working environments for its staff.

7.2 Adherence to these requirements ensures a safe working and living environment, supports compliance with regulatory obligations, and mitigates risks associated with underperformance in service delivery.

8.0 Equalities implications

8.1 The performance framework considers the delivery of services to ensure these are of a consistent standard regardless of an individual’s protected characteristics (under the Equality Act 2010) or their socio-economic environment.

9.0 Impact on the environment and community

9.1 Failure to deliver great services may impact on the environment and community where there is a direct correlation to service delivery.

10.0 Long term consequences for the company

10.1 Wolverhampton Homes manages the housing stock on behalf of the City of Wolverhampton Council (CWC) and is required to report the company’s performance including identifying both areas of strong performance, and where improvements are required in relation to core services.

10.2 Any additional risks associated to Performance Indicators being off target are explained within the individual indicator’s exception report.

11.0 Impact on business relationships with customers, suppliers and others

11.1 Meeting the requirements under the performance framework ensures that services are delivered against the annual delivery plan. This leads to improved service quality and strengthens relationships with customers.

11.2 Regular discussion and reporting of performance indicators, including any financial implications, takes place through the WH governance structure and CWC governance structure. This ongoing transparency supports accountability and helps maintain strong business relationships.

12.0 Impact on Wolverhampton Homes’ Management System

12.1 The changes to the performance processes will be acknowledged accordingly.

13.0 List of Appendices

13.1 Appendix 1: KPI Infographic – March 2026

13.2 Appendix 2: Wolverhampton Homes Annual Delivery Plan 2025 - 2026, Q4 update

Appendix 1 - Performance Update

Key Performance Indicators

Big Seven Compliance

TSM Satisfaction Measures

March 2026

Key

Indicator Target

Last 3 Month Trend

(Green) On target

(Red) Off target

(Amber) Within an acceptable tolerance

Improved

Declined

No change

Housemark

Where the indicator is benchmarked with Housemark there will be a box which states "HM TQ". The figure shown is the latest Top Quartile and is the figure we strive to achieve.

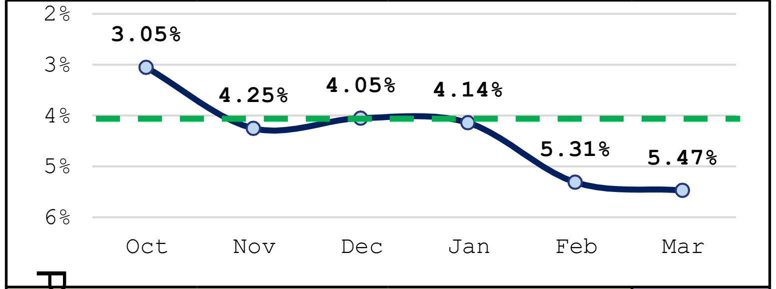
The colour of the box indicates Wolverhampton Homes Position against our peers.

- 1st or Top Quartile - Purple
- 2nd Quartile - Green
- 3rd Quartile - Peach
- 4th or Bottom Quartile - Red

Key Performance Indicators: March 2026

% of working days lost to sickness

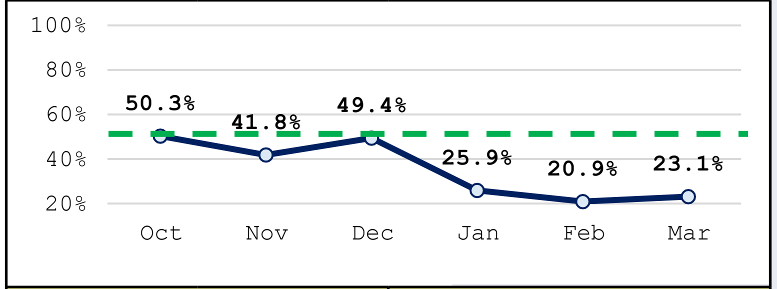
KPI Target	Tolerance	3 Month Trend
4%	5%	



HM TQ
3.2%

Homes Direct Calls Answered

KPI Target	Tolerance	3 Month Trend
55%	50%	

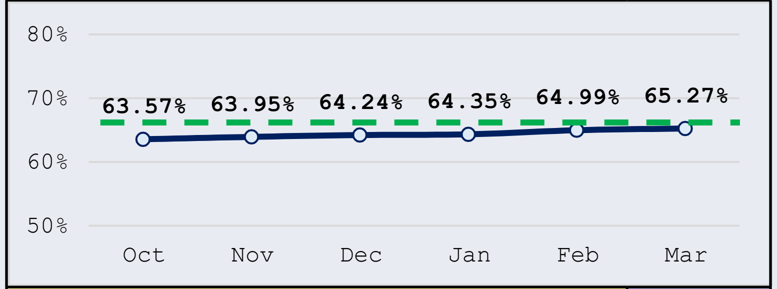


Calls received: 12309
Calls answered: 9803

Calls abandoned: 2596

% of Contact via Digital Channels

KPI Target	Tolerance	3 Month Trend
65%	50%	

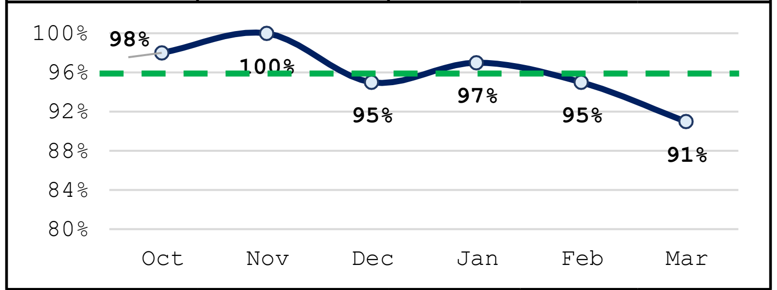


Total number of all contacts this month: 60232

HM TQ
51.4%

Complaints within timescale - Stage 1

KPI Target	Tolerance	3 Month Trend
95%	85%	



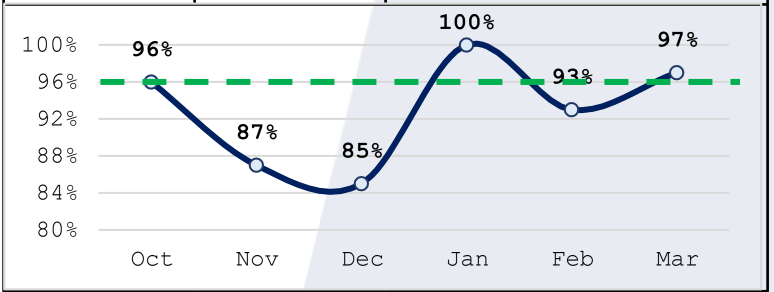
Number of complaints – Stage 1: 67
Combined Stage 1 & 2: 95% (Housemark)

TSM
Measure

HM TQ
100%

Complaints within timescale - Stage 2

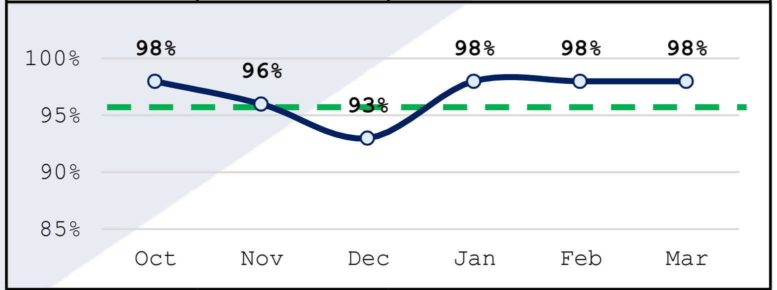
KPI Target	Tolerance	3 Month Trend
95%	85%	



Number of complaints – Stage 2: 34

Members Enquiries within Timescale

KPI Target	Tolerance	3 Month Trend
95%	80%	

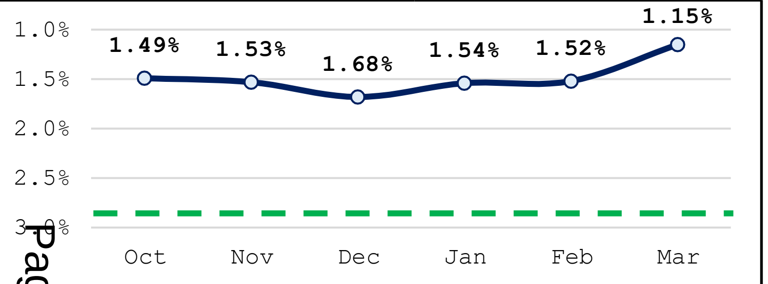


Total number of enquiries: 180

Key Performance Indicators: March 2026

Current Tenant **Rent Arrears**

KPI Target	Tolerance	3 Month Trend
3%	3.5%	

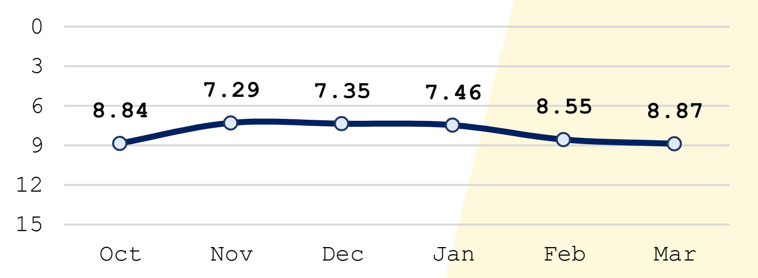


Percentage of rent collected: 98.47%
% Rent arrears former tenants: 0.48%

Foodbanks Referrals: 51
Money Smart Referrals: 343

Anti-Social Behaviour cases relative to landlord size

	3 Month Trend
The indicator has no polarity with neither high or low performance considered better.	



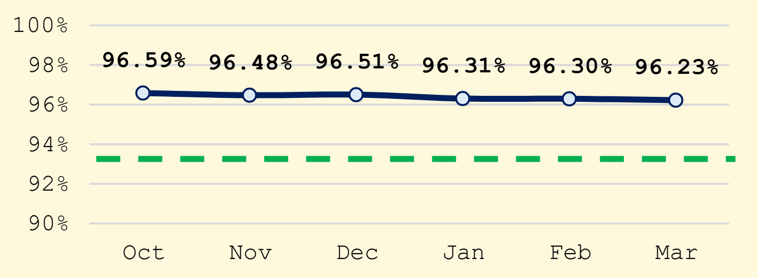
Hate Related Cases per 1000 homes: 2.28
Cat A Cases: 70 Cat B Cases: 38
Cat C Cases: 30

TSM Measure

HM TQ **1.73**

Tenancies contacted in the last year

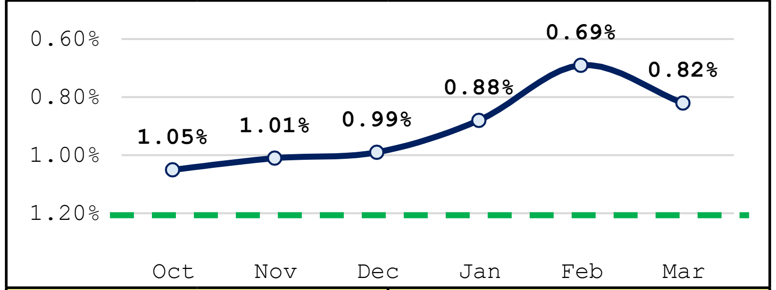
KPI Target	Tolerance	3 Month Trend
92.5%	90%	



Number of current tenancies: 18728
Number of tenancies not contacted: 706

% Rent Lost from **Empty Properties (Voids)**

KPI Target	Tolerance	3 Month Trend
1.23%	1.35%	

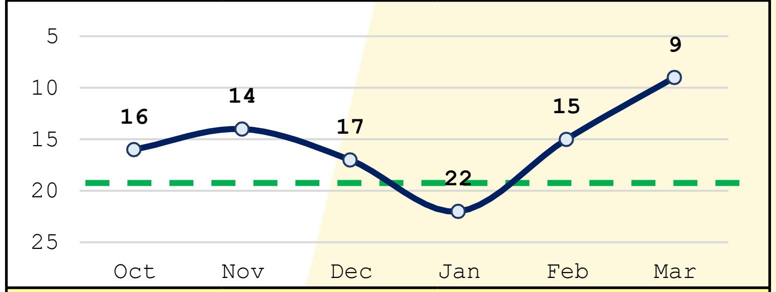


Time to repair voids: 63 days
New voids arising this month: 115

People registered for housing: 8252
New applications this month: 104

Average days taken to **relet properties**

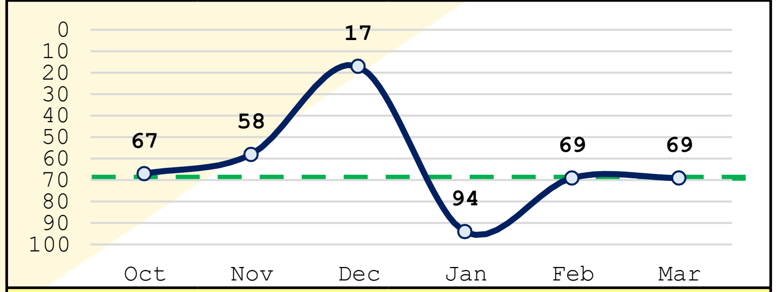
KPI Target	Tolerance	3 Month Trend
20	27	



Lettings completed this month: 74
Number of mutual exchanges: 10

Key to Key time for void properties

KPI Target	Tolerance	3 Month Trend
74	95	

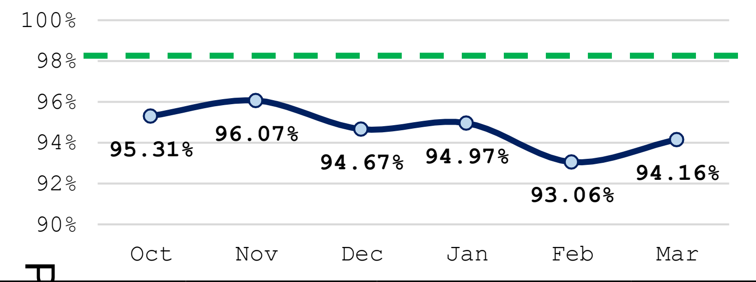


Total current voids: 285
New tenants satisfied with process: 96%

Key Performance Indicators: March 2026

% of Non-Emergency repairs completed in time

KPI Target	Tolerance	3 Month Trend
98%	95%	

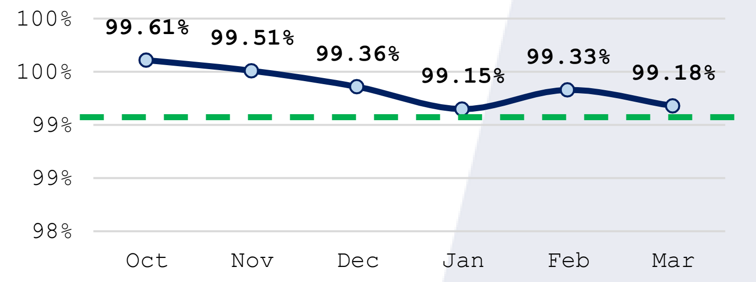


Work Raised: 8589
Work Completed: 6759

TSM Measure

Emergency Repairs completed in time

KPI Target	Tolerance	3 Month Trend
99%	98%	



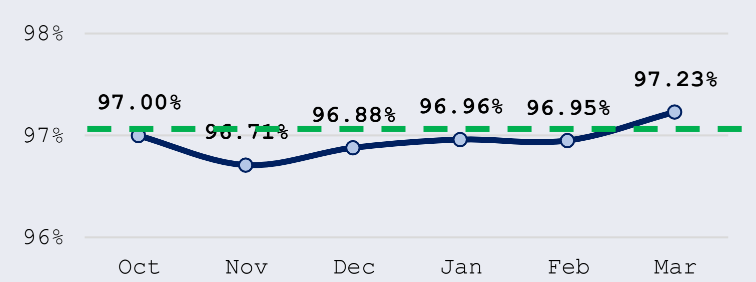
Combined E & Non-E Housemark: 95.59%
Work in progress: 5497

TSM Measure

HM TQ
93.7%

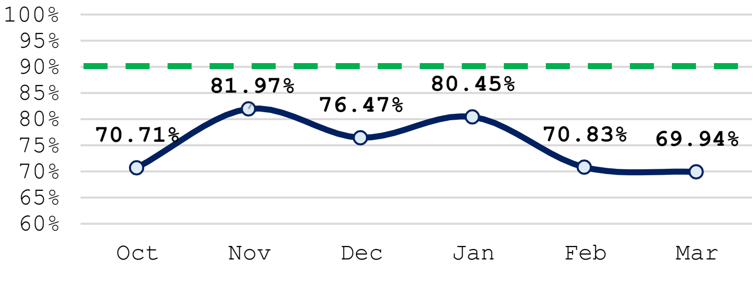
Repairs Appointments Made & Kept

KPI Target	Tolerance	3 Month Trend
97%	95%	



% of Planned Repairs Completed in time

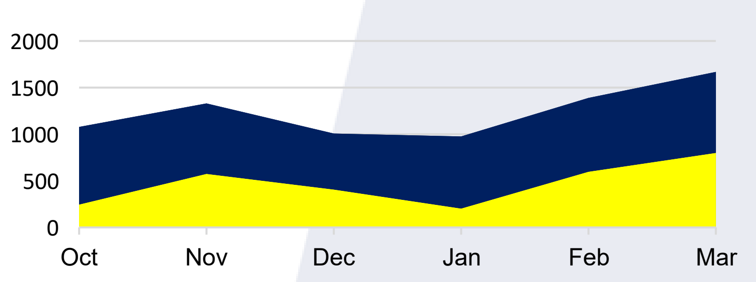
KPI Target	Tolerance	3 Month Trend
90%	85%	



Cancellations

- Cancelled or Reclassified by the landlord
- No access provided

3 Month Trend

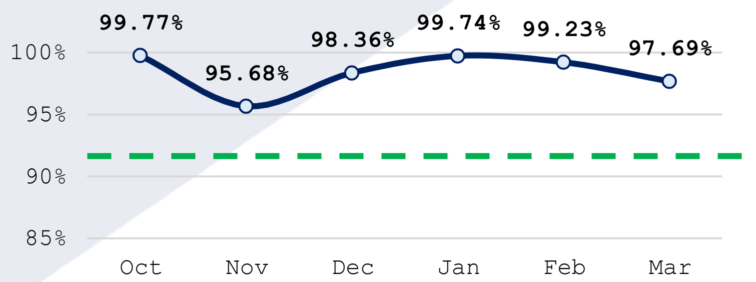


Jobs where no access was provided: 798

TSM Measure

% of Waste removal / fly tipping jobs

KPI Target	Tolerance	3 Month Trend
90%	95%	



Number of requests received this month: 389

Sensitivity: PROTECT

Big 7 Compliance Indicators: March 2026

Properties with a valid gas safety record (GSR)

TSM Measure

3 Month Trend

100%

Properties requiring a GSR certificate: 17357
Overdue GSR: 0
% of overdue GSR cases compliant with the no access procedure: n/a

Electrical installation condition reports within five years

HM TQ 99.92%

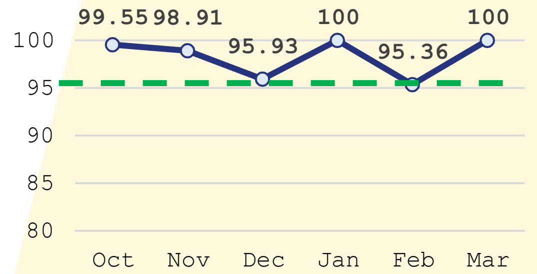
3 Month Trend

99.97%

Total EICRs required: 21197
EICRs past their 5-year anniversary date: 7

Damp, Mould & Condensation Inspections within 10 days

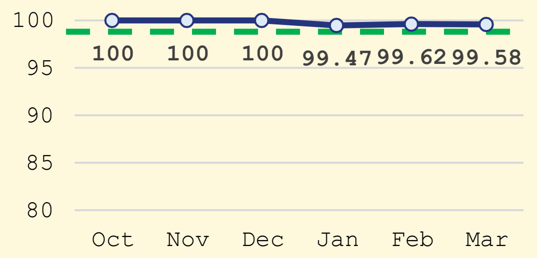
KPI Target	Tolerance	3 Month Trend
95%	90%	



PI 1 New Requests: 336
PI 2 Inspected: 251
PI 3 Cancelled: 12

Damp, Mould & Condensation Work Orders within 20 Days

KPI Target	Tolerance	3 Month Trend
90%	85%	



PI 4 Completed: 278
PI 5 Work in progress: 1954

Passenger lifts serviced within timescale

TSM Measure

3 Month Trend

100%

% Availability of lifts for customer use: 99.82%
Number of sites with lifts: 73

Asbestos containing materials re-inspected within timescales

TSM Measure

3 Month Trend

100%

Asbestos sites requiring inspection this month: 105

Legionella bacteria risk assessments carried out within timescale

TSM Measure

3 Month Trend

100%

Number of sites requiring a Legionella Risk Assessment in the month: 0

Fire risk assessments completed within agreed timescales

TSM Measure

3 Month Trend

100%

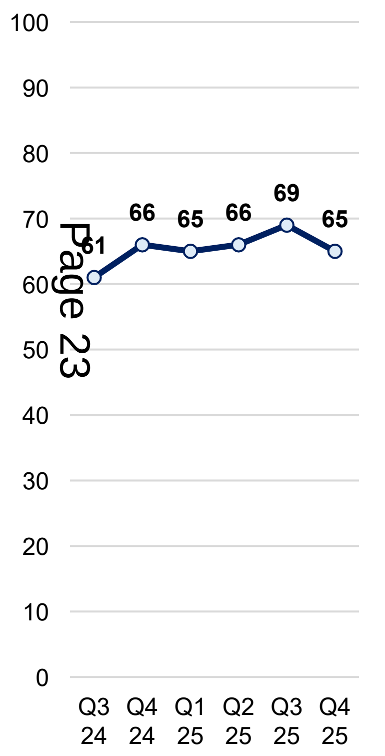
FRAs required in the month: 223
Completed: 223

Sensitivity: PROTECT

Tenant Satisfaction Measures -Surveys: Quarter 4 2026

TSM1 Overall Satisfaction

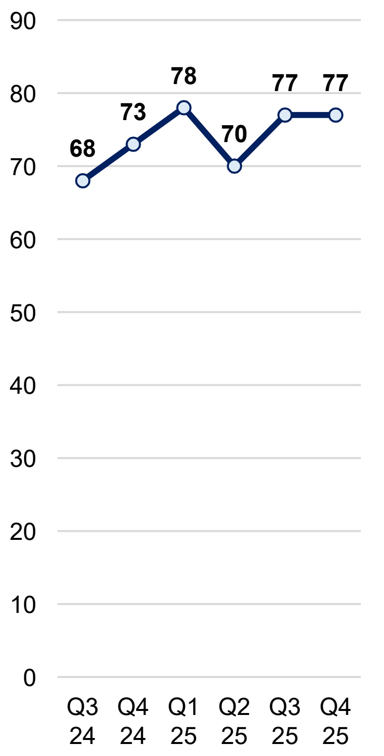
KPI Target	3 Month Trend
67	



Comparison to Q4 2025
-1%

TSM2 Satisfaction with Repairs

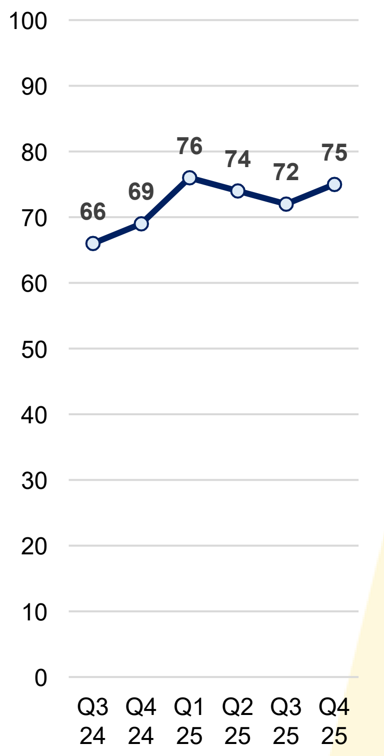
KPI Target	3 Month Trend
73	



Comparison to Q4 2025
+4%

TSM3 Time taken to complete recent repair

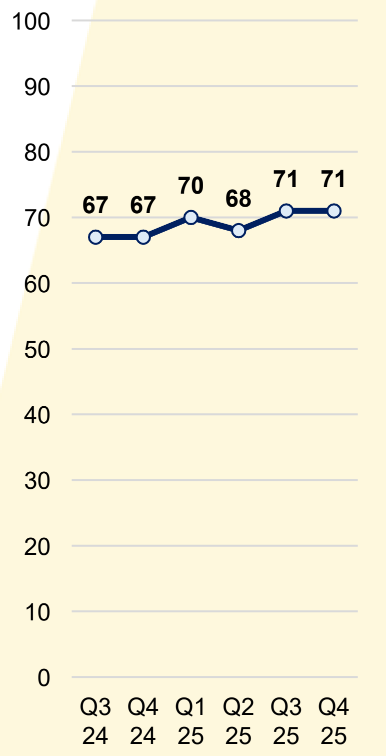
KPI Target	3 Month Trend
72	



Comparison to Q4 2025
+6%

TSM4 Home is well maintained

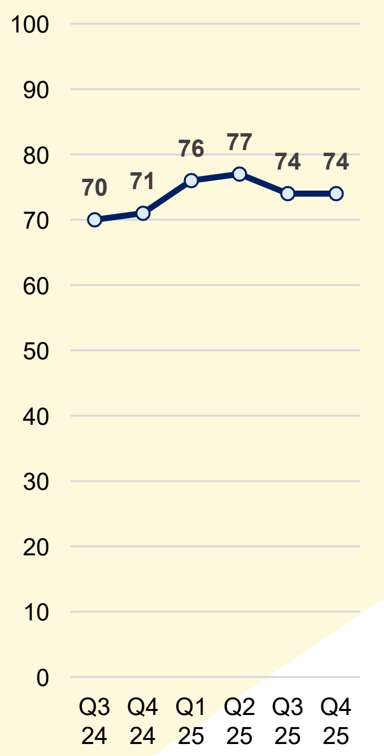
KPI Target	3 Month Trend
69	



Comparison to Q4 2025
+4%

TSM5 Home is safe

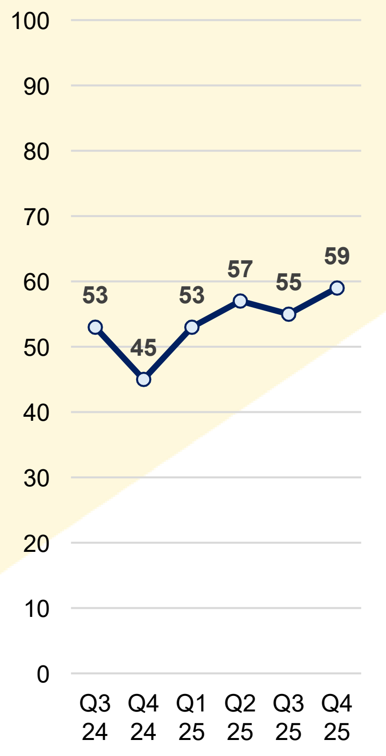
KPI Target	3 Month Trend
73	



Comparison to Q4 2025
+3%

TSM6 Landlord listens to views and acts upon them

KPI Target	3 Month Trend
54	

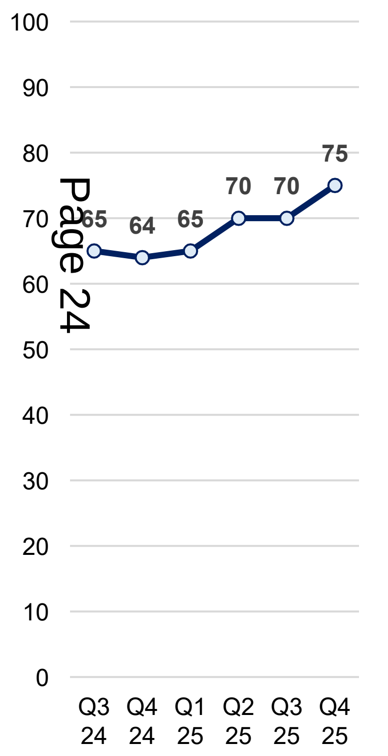


Comparison to Q4 2025
+14%

Tenant Satisfaction Measures -Surveys: Quarter 4 2026

TSM7 Keeps tenants informed

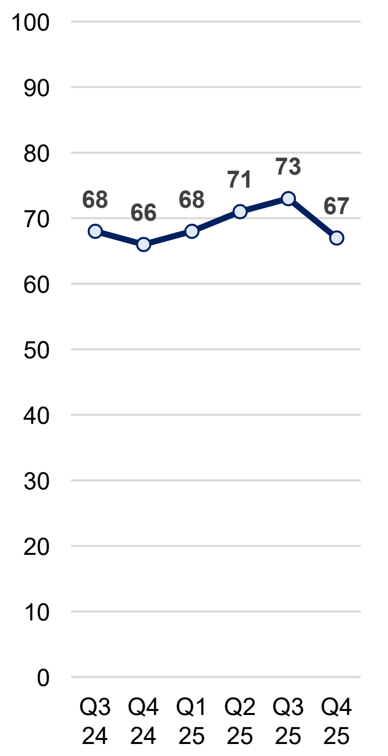
KPI Target	3 Month Trend
68	



Comparison to Q4 2025
+11%

TSM8 Treats tenants fairly and with respect

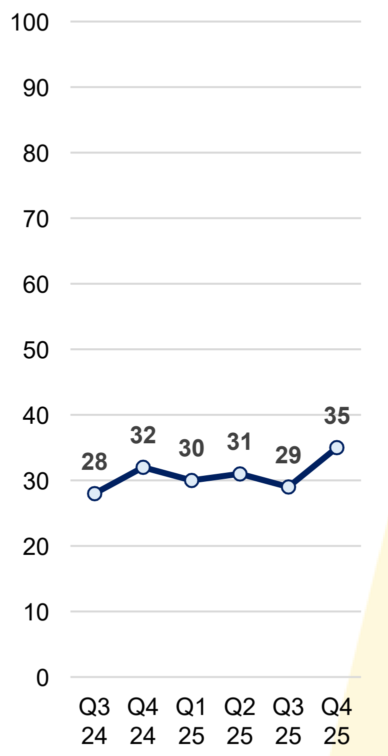
KPI Target	3 Month Trend
70	



Comparison to Q4 2025
+1%

TSM9 Approach to handling complaints

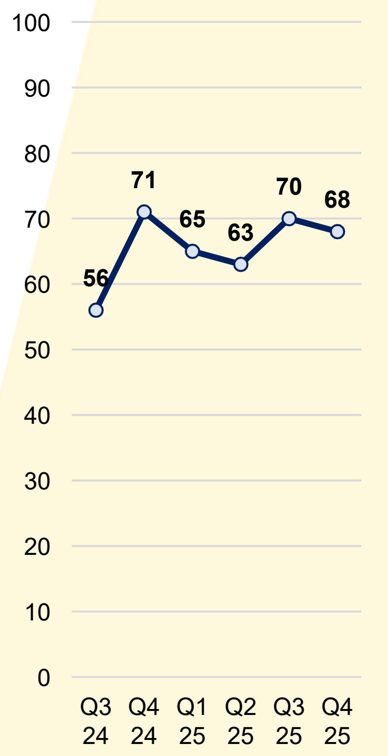
KPI Target	3 Month Trend
32	



Comparison to Q4 2025
+3%

TSM10 Communal areas clean and well maintained

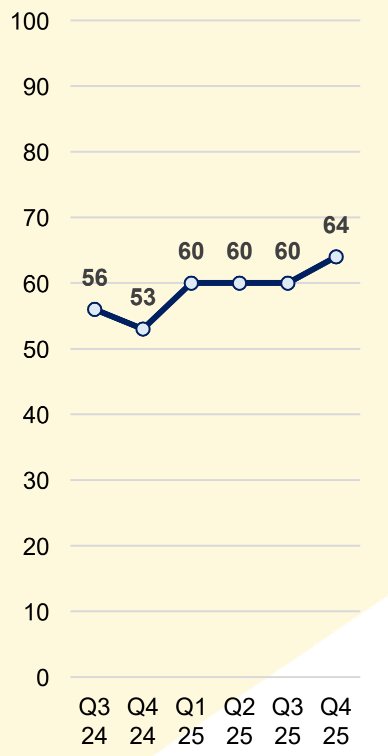
KPI Target	3 Month Trend
64	



Comparison to Q4 2025
-3%

TSM11 Makes a positive contribution to neighbourhoods

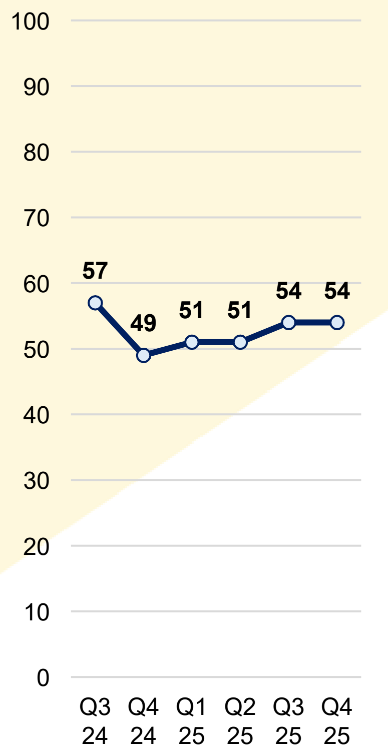
KPI Target	3 Month Trend
59	



Comparison to Q4 2025
+11%

TSM12 Approach to handling ASB

KPI Target	3 Month Trend
58	



Comparison to Q4 2025
+5%

Sensitivity: PROTECT

WOLVERHAMPTON HOMES

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Appendix 2 - Wolverhampton Homes Annual Delivery Plan 2025 - 2026, Q4 update

The Business Plan and associated delivery plan weaves in the golden thread of the organisation that runs through everything we do and supports the priorities in relation to the three pillars below which underpin this plan by way of:

- Enhancing our community and customer focus
- Providing safe and secure homes
- Supporting people to sustain their tenancies and homes

No.	Priority	Wolverhampton Homes will	Q4 update
1.	**To be safe in your home.** The government will work with industry landlords to ensure every home is safe and secure.	- Provide an efficient and customer focussed repairs service. - Demonstrate regulatory compliance with the “Big 7”. - Understand and know the stock condition of properties and identify any areas of concern.	- Damp, Mould and Condensation (DMC) provision embedded. - Value for Money (VFM) and exploitation of ICT review continues with Property developments in testing for go live. - Repairs and Maintenance Policy in place. - Procurement arrangements for stores contract under review. - Accelerated Stock Condition Survey programme underway.
2.	**To have your complaints dealt with promptly and fairly,** with access to a strong Ombudsman.	- Provide complaint responses within expected timescales. - Be open and transparent when investigating and responding to complaints. - Ensure there is a fit for purpose complaints policy in place. - Use learning from complaints to inform service improvements and demonstrate how these have been implemented to both customers and through the business. - Integration of solution focussed outcomes into business delivery – ensuring learning from complaints is identified and addressed.	- Property workshop in place and includes a review of learning from complaints as a standing agenda item to ensure learning is embedded. - Customer Involvement Panel – complaints as a standing agenda item covering different topics. Complaints video with CIP input now live. - Complaints Policy and Persistent complaints policy in place - aligned to the Housing Ombudsman Complaints Handling Code. Plans for a joint Social Housing Complaints policy being progressed by the Council. - Working jointly with the Council in line with the Complaints Improvement Plan.
3.	**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.	- Provide performance data on a range of services and share this information with stakeholders and customers. - Analyse data collected to help support decision making and service improvements. - Produce regular reporting detailing performance and spend.	- Key Performance Indicators (KPI) and Tenant Satisfaction Measures (TSMs) suite in place and reviewed annually. - Performance scrutinised by City of Wolverhampton Council (CWC) and WH Board. - Customer focused Annual Report summarises performance outcomes and initiatives, i.e. ‘You said, We did’. - Cost Improvement Plan Spending review – targets monitored against spend profiles and risk. - Tenancy, Influence and Accountability Standard – provision of customers engagement opportunities to strengthen the customer voice by providing platforms for insight, feedback and learning from complaints to drive service improvement e.g. Let’s Talk sessions, Tenants and Residents Association meetings, Down Your Way events, etc.
4.	**To be treated with respect,** backed by a strong consumer regulator and improved consumer standards.	- Support customers to choose digital channels through providing high quality online services. - Keep customers at the heart of decision-making, with a menu of involvement for customers to share their views in a way that suits them.	- Universal support available through application and new tenancy processes / during lifetime of a tenancy. - Tenancy sustainment - target support for at risk groups – young people and care experienced, domestic abuse victims and those with a history of homelessness. - Targeted financial support via Housing Revenue Account (HRA) funding – focused on key risk groups: care experienced, transitioning into work from benefits, transitioning to Universal Credit etc. - Home Improvement Agency (HIA) delivery of adaptations to council owned social housing. - Telecare call handling remains with WH (Adult Social Care are undertaking a holistic review of the wider Telecare service). - Signposting to eternal support agencies where there is identified need.

		- Ensure that customers are treated fairly and equitably in relation to their identified needs. - Support customer to maintain their tenancies through providing relevant help, advice and information. - Providing a people-focused adaptations service to meet people's needs to lead rich and fulfilling lives through living independently at home.	
5.	**To have a good quality home and neighbourhood** to live in, with your landlord keeping your home in good repair.	- Provide access to a range of suitable temporary accommodation, with B&B and hotel rooms used for short-term emergencies only. - Develop long term investment strategies to maintain decent homes and reduce carbon emissions. - Provide robust and person-centred domestic abuse support. - Deliver regeneration, refurbishment and building safety projects to enhance homes and neighbourhoods across the city. - Estates are kept free of litter and fly tipping, with open spaces maintained. - Anti-social behaviour is dealt with promptly and effectively, to minimise the impact on individuals and the wider community.	- New ways of working within estate-based services including best use of technology / customer facing services. - Down Your Way programme of events in place – multi disciplinary teams on estates to increase visibility and complement day to day housing and estate management activities.
6.	**To have your voice heard** by your landlord, for example through regular meetings, scrutiny panels or being on its Board.	- Support the delivery of the overarching customer experience strategy and associated action plans. - Ensure consistent advice is provided at all front-line touch points - Resident involvement, influence, and scrutiny. - Maintain effective and continuous conversation with all customers, with contact being appropriate to the individual and proportionate to the situation.	- WH Board membership - Tenant Board Members with recent recruitment completed. - CIP activity – presented to Communities and Services Delivery Committee via CIP Chair. - Customer Involvement Panel involvement in the development of strategy, policy and service delivery. - Events calendar in place detailing activity across the City including "Let's Talk" Tenants and Residents Association meetings, Down Your Way events, etc. - Contact made with specific hard to reach groups i.e. TLC College and arrange monthly meetings in place to support tenant needs. - Liaison with the local police officers, has yielded a joint approach to supporting tenants in high risk areas.
7.	**To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow.	- Delivery of a fit for purpose Right to Buy service. - Support customers into employment via our Reach programme – access to apprenticeships and graduate placements.	- Improved Right to Buy information now available, including video which outlines key steps involved https://www.wolverhamptonhomes.org.uk/find-a-home/buying/right-to-buy/ - Continued delivery of the REACH programme to support customers into employment.

	Agenda Item 6
	24 June 2026 **Revenue Outturn position 2025 - 2026**
	Open Report
Status:	For Information
Author and job title:	Julie Haydon - Director, Corporate and Neighbourhood Services
Contact No:	01902 552956
Recommendations:	**Board Members are asked to note the revenue budget outturn position for 2025 - 2026 including the trading position on commercial activities.**
Key risks and contentious issues:	The revenue outturn position for the year 2025 - 2026 is for a surplus of £3.5 million. This position is an improvement of circa £3.0 million on the £0.5 million forecast underspend reported to the Board in March for Q3. The surplus will be added to reserves, which will therefore increase to £4.2 million. The changes from the Q3 forecast, mainly relate to Property budgets. While the position includes efficiencies and savings against estimated demand during the Winter period, there is around £1.1 m of work that had been expected to be completed by end March by external contractors. This work will now carry forward through to 2026 - 2027 with the potential to require a contribution from reserves to fund an increase to the budget. Work is taking place to understand the impact, and this will be

	reviewed and reported to Board as part of routine quarterly forecasting. The outturn reflects the success of the Cost Improvement Plan (CIP) and the additional work undertaken in recent months to revisit, check and challenge all budget assumptions underpinning spend estimates and to tightly control spend. The final 2025 - 2026 position will be subject to the Audit of the final accounts, due to take place in August 2026.

Management Summary

1.0 Purpose

1.1 This report is to inform the Board of the revenue budget outturn for the 2025 - 2026 financial year including the trading position of commercial activities. The financial year refers to 01 April 2025 to 31 March 2026.

2.0 Revenue Outturn 2025 - 2026

2.1 WH set a balanced budget for 2025 - 2026. This included management fee income from the Council of £51.7 million. The management fee reflected inflationary increases from 2025 - 2026, as identified at the time of budget setting. It also reflected the £3.0 million increase in the management fee made during 2024 - 2025, as a result of service demand led budget pressures identified during the year. The budget included reductions of £0.9 million in relation to identified efficiencies made by WH, it was also adjusted to reflect the previous transfer of Homeless services to the Council.

2.2 Due to the pattern in recent years of inflationary and demand pressures, and the pressure on the Council's Housing Revenue Account (HRA), from which the management fee is funded, the efficiency approach has continued with the implementation of a Cost Improvement Plan (CIP) – a programme of work put in place with support of WH Board. The CIP identifies opportunities for cost reduction and efficiencies, through doing things differently and through reprioritisation of resources. All services have been reviewed with progress reported to the Board and efficiencies reflected in the budget for 2026 - 2027.

2.3 The position reported at Q3 of 2025 - 2026 was for a £0.5 million surplus against the budget. However, the outturn position for 2025 - 2026 achieved a surplus of £3.5 million spend against the budget, a movement of £3.0 million.

2.4 The position is illustrated in Table 1 below.

Table 1 – Revenue Outturn 2025-2026 (Income and Expenditure)

Income and Expenditure	2025 - 2026 Budget £000	2025 - 2026 Outturn £000	2025 - 2026 Variance £000
Expenditure			
Employees	30,559	28,841	(1,718)
Non-Pay Costs	27,969	25,714	(2,225
Total Expenditure	**58,528**	**54,555**	**(3,973)**
Trading Income	(5,634)	(4,753)	881
Other Income	(1,194)	(1,639)	(445)
Net Expenditure	51,700	48,163	(3538)
Management Fee	(51,700)	(51,700)	-
Net Budget surplus	**-**	**(3,538)**	**(3,538)**

2.5 The significant change from the Q3 forecast mainly relates to property budgets. The outturn position includes one off non recurrent savings and demand related underspends but also reflects the timing of planned maintenance works, which was expected to be completed by the 31.03.26, where the costs will still be incurred but during 2026 -2027.

2.6 Table 2 provides details of the major variances and identifies whether they are recurrent, one off or include planned expenditure

Table 2 – Revenue Outturn 2025 - 2026 Major Variance analysis

Budget area	Variance £000	Reason	Comment
In year one-off underspends			
Employee Budgets	(1,079)	In line with Q3	Addressed at budget setting – i.e. Vacant posts not required taken out
Provision for pay award	(639)	In line with Q3	Replaced with pay award provision for 2026 - 2027
ICT SLA	(151)	End of year charge	Efficiencies from review of service provision. Not recurrent – increases to Microsoft licences
Homes Direct	(175)	as forecast	One off income for Homelessness calls for a 6-month period
Asset maintenance	(210)	Demand variance	Repairs element of servicing contracts - demand related, however service had forecast an overspend at Q3
Communal Fuel	(289)	Cost variance	Linked to contract fuel prices, subject to change during the year
District Heating	(130)	Cost variance	Linked to contract fuel prices, subject to change during the year
Voids	(150)	Demand variance	Dependent on mix of voids
	(2,823)		

Recurrent			
Fencing Income	**(350)**		Will be reflected in repairs budget for 2026 - 2027
Deferred budget			
Planned Maintenance	(460)	Contractor mobilisation	Service forecast an overspend at Q3 – may require increase to 2026 - 2027 budget, following completion of new procurement Q2
DMC & disrepair	(434)	Contractor mobilisation	Service forecast an overspend at Q3 – may require increase to 2026 -2027 budget, following completion of new procurement Q2
Stock Condition surveys	(221)	Mobilisation of 2nd provider to meet acceleration	Service forecast outturn as at budget at Q3 – may require increase to 2026 - 2027 budget, following mobilisation of a third provider during Q2
	(1,115)		
Overspend			
Response repairs	**1,011**	Demand	Contractors used to meet peaks in demand and to cover vacancies of trades colleagues

2.7 The underspend against pay budgets was in line with forecasting throughout the year and reflects the controls put in place around recruitment and the effective management and efficiency based service reviews, via the cost improvement plan, which has resulted in some vacant posts being approved for deletion during the year. These are reflected in the budget for 2026 - 2027. It is noted that, the practical difficulties being experienced in the recruitment of appropriately skilled staff in some areas does mean there may continue to be some vacant posts at the start of 2026 - 2027.

2.8 Table 2 demonstrates that £2.8 million of the underspend in total is one off for 2025 - 2026 and not forecast to be repeated in 2026 - 2027. It is noted that, £1.1 million is due to the timing of spend on ongoing programmes.

2.9 In a continuation to the trend seen since 2022 - 2023 onwards, repairs spend continues to increase due to demand for repairs, general asset condition, the impact of damp and mould (Awaab's Law), Regulatory and inflationary pressures. The unpredictable demand related elements can make it challenging to forecast expenditure. Since Q3, as detailed in Table 2, a swing was seen in some areas from an overspend or spending in line with budget, to underspends at outturn. In the case of planned maintenance and stock condition surveys, this is due to timing and work programmes continue into 2026 -2027. If the 2026 - 2027 budgetary provision is not sufficient to absorb the costs of these works, then the budgets may need to increase, funded from reserves. The position will continue to be closely monitored, and the Board will receive an update as part of quarterly revenue forecast reporting.

3.0 Commercial Trading Activity – Trading Position 2025 - 2026

3.1 Commercial income activity covers trading income not earned through providing services to the council. As this is to third parties it is not included in the Mutual Trading Status approved with HMRC and therefore any profit is subject to Corporation Tax. The activities in 2025 - 2026 related to property management services for the Help to Own and the 19 properties owned by the company. There were no Asbestos services provided externally in 2025 - 2026.

3.2 Turnover for commercial income activity for 2025 - 2026 was £268,000 with expenses of £183,000 providing a net profit for the year of £183,000. Overheads are apportioned where appropriate as allowable expenses when calculating the tax liability.

The breakdown of activities is shown in Table 2 below.

Table 3 – Commercial Activity breakdown

Income & Expenditure	Owned Properties £000	Help 2 Own £000	Asbestos services £000	Total £000
Turnover	(178)	(90)	-	(268)
Expenses	36	49	-	85
Net (profit)/loss before overheads	(142)	(41)	-	(183)

4.0 Summary of Financial Position at 31 March 2026

4.1 2025 - 2026 was expected to be another financially challenging year with an overspend initially being forecast at Q1 and Q2. However, robust control of expenditure and the cost improvement planning have contributed to an outturn for the year of a £3.5 million surplus against budget.

4.2 The underspend, net of end of year accounting entries of £95,000 (including a tax provision) will be transferred to reserves, increasing the reserves to £4.4 million. Due to timings of planned programmes contributing around £1.1 million to the underspend position, there is likely to be a call on these reserves during 2026 - 2027 if the budget for 2026 - 2027 is not sufficient to absorb the costs of these works.

4.3 Table 2 of the report demonstrates that a further £2.8 million of the underspend was non-recurrent and Wolverhampton Homes continues to experience high demand for services, as demonstrated by the £1.0 million overspend against the budget for responsive repairs. Therefore, it will be important to continue with the cost improvement plan in line with the need for the HRA to balance sustained increases in revenue costs in recent years with the pressures of financing the capital programme, and reduced income from Right to Buy sales.

In March 2026, the WH Board approved a balanced, realistic budget for 2026 - 2027 which will be further reviewed in line with the continued approach via the cost improvement plan.

Table 3 - Reserve movements and balance at 31 March 2026

	In year transactions £000	Balances at start and end of year £000
Profit and Loss Reserve at 01 April 2025		801
Revenue budget underspend	3,538	
Accounting Transactions	(32)	
Corporation tax provision	(63)	3,443
Profit and Loss reserves at 31 March 2026		4,244

5.0 Financial and value for money implications

5.1 Financial implications are detailed within the report.

6.0 Legal and regulatory implications

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

6.2 Wolverhampton Homes is subject to several increased regulatory requirements which impacts on resource allocation and service demand in relation to:

- Building Safety Act 2022
- Fire Safety Act 2021
- Homes (Fitness for Human Habitation) Act 2018
- Housing Act 2004 – Housing Health & Safety Rating System (updated 2026)
- Regulatory Reform (Fire Safety) Order 2005
- Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022
- Social Housing (Regulation) Act 2023
- Consumer Standards
- Tenant Satisfaction Measures
- The New Decent Homes Standard (DHS2)
- Minimum Energy Efficiency Standards (MEES)

6.3 The revision of the Consumer Standards, including enhancements to Competence and Conduct requirements, will bring into consideration the Government’s intention for housing professionals to hold a housing qualification. It is likely with the planned approach being undertaken, that this can be funded through the current allocation of the training budget.

6.4 Phase 1 of Awaab’s Law was implemented in October 2025. The scope and associated Government Guidance for Phase 2, expected to be implemented late 2026, is still awaited.

7.0 Human resources implications

7.1 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.

7.2 Fit for purpose structures and services that are managed in line with its budget aim to deliver first time resolution for customers.

7.3 There is a dedicated action plan to ensure staff are supported to develop their skills. 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.

7.4 Action is taken to manage performance and reduce absenteeism with early intervention and robust management.

8.0 Health and safety implications

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

9.0 Equality, Diversity and Inclusion activity implications

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

9.2 Explanation: Not applicable.

10.0 Impact on the environment and community

10.1 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.

10.2 Wolverhampton Homes will embed corporate social responsibility as part of its procurement considerations.

11.0 Long term consequences for the company

11.1 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.

12.0 Impact on business relationships with suppliers, customers and others

12.1 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.

13.0 Impact on Wolverhampton Homes' Management System

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

14.0 List of Appendices

14.1 Appendix 1 – Budget outturn 2025 - 2026 by Service

Appendix 1 – Budget outturn 2025 - 2026 by Service*

Division	Service	Budget £000	Actual £000	Variance £000	Main reasons for Variance
Corporate Services	Business Support	8,851	7,637	(1,214)	ICT SLA, Income from Homelessness calls, pay award provision not required in full due to vacant posts
	Estate Services	2,282	2,233	(49)	
	Human Resources	549	477	(72)	Medical and professional fees per CIP
	Learning and Development	1,951	1,596	(355)	salaries and training expenses planned underspend (CIP)
	Subtotal	13,633	11,943	(1,690)	
Property Services	Housing Maintenance	21,055	20,582	(473)	Planned programmes, net of repairs overspend
	Capital Works	329	(74)	(403)	Fencing income
	Commercial Services	200	228	28	
	Compliance	7,471	7,078	(393)	Asset maintenance contracts
	Property Directorate	285	245	(40)	
	Stock Investment	3,040	2,706	(334)	Stock condition surveys
	Subtotal	32,380	30,764	(1,616)	
Homes and Communities	Anti-Social behaviour	837	836	(1)	
	Homes and Communities Directorate	396	356	(40)	
	Housing Management	1,745	1,640	(105)	Salaries - vacancies per CIP
	Housing Solutions	881	822	(59)	Salaries – reduction of overtime per CIP
	Income	1,828	1,802	(26)	
	Subtotal	5,687	5,455	(232)	
	Total	**51,700**	**51,685**	**(3,538)**	

*Does not reflect new Senior Leadership responsibilities as these were implemented on 01 April 2026

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Board Report

	Agenda Item 7
	24 June 2026 **Annual Workforce Equality Monitoring report 2025 - 2026**
	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:** **1. Key findings of the equality monitoring annual update.** **2. Pay Gap update.** **3. Equalities Circle Forum – outcomes achieved.**
Key risks and contentious issues:	Failure to inform Board members of Wolverhampton Homes Equality Profiles and current performance towards meeting Equality Targets. 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.

Management Summary

1.0 Purpose

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

- Wolverhampton Homes' (WH) Equality Profile data for the year ending 31 March 2026 and performance against meeting equality targets.
- An overview of how the gender pay gap for WH compared to other housing providers in the Midlands further to the presentation of WH pay gap at the February 2026 Audit and Business Assurance Committee.
- A summary of the outcome achieved by the Equalities Circle Forum during the reporting period 2025 - 2026.

1.2 Board is asked to note, that as with all workforce equality monitoring, the reported position is influenced by employee disclosure rates. Ongoing work to encourage confidence in self-reporting to continue to improve the quality and completeness of the data over time.

2.0 Background

2.1 A diverse workforce brings significant benefits to the organisation, including a broader range of perspectives, skills, and lived experiences. WH is committed to improving its employment profile to better reflect the communities it serves.

2.2 WH works collaboratively with the City's Equality, Diversity and Inclusion (EDI) team. Delivery of the EDI Action Plan is ongoing, with progress reported quarterly to the Communities and Service Delivery Committee.

2.3 As a public body, WH has specific duties under the Equality Act 2010 to monitor employment practices and to collect, analyse, and report on equality data to ensure compliance with statutory requirements.

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

2.5 Detailed monitoring data is included in Appendix 2. The collection and presentation of this data has been enhanced, improving insight through the new Power BI application.

2.6 An overview of how WH gender pay gap compares to other housing providers is located at Appendix 3.

2.7 The Equalities Circle Forum (ECF) supports the organisation in meeting its Public Sector Equality Duty through the completion of Equality Impact Assessments (EIAs). These assessments evaluate the potential impact of proposed changes to services or policies on individuals with protected characteristics and ensure that due regard is given to the requirements of the Equality Act 2010 to:

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

A summary of EIAs undertaken during 2025 - 2026, including key outcomes, is provided in Appendix 4.

3.0 Overview of Key Findings

3.1 Workforce

3.1.1 WH employed 573 staff as at 31 March 2026, reflecting a planned reduction in overall headcount during the reporting period in line with the Cost Improvement Planning.

3.1.2 The gender profile of the workforce remains stable year-on-year, with women representing 37.2% of employees. This continues to exceed the organisational target of 35% and provides a strong foundation for further progress toward reflecting the city population benchmark of 51.5%.

3.1.3 Female representation within the top 5% of earners remains broadly stable at 33.3% (35.1% in 2024 - 2025). This small movement reflects the overall reduction in workforce numbers and the TUPE transfer of two female employees, rather than an underlying shift in representation.

3.1.4 The proportion of employees declaring a disability has increased to 22.5%, significantly exceeding our target of 12% and rising from 19.8% in the previous year. This positive trend suggests increasing confidence among both existing employees and new starters in disclosing disability status and reflects an inclusive organisational culture.

3.1.5 Ethnic minority representation remains strong at 24.1% and is broadly aligned with the current workforce profile, following 25.8% in 2024 - 2025. While this is slightly below the 26% target, the movement primarily reflects higher leaver rates than new starter levels during the period and is reflective of the approach to recruitment across the company. This provides a clear focus for the ongoing EDI action plan, which continues to prioritise recruitment, progression, and talent pipeline activity to strengthen representation over time.

3.1.6 Despite this, representation of ethnic minority employees within the top 5% of earners remains strong at 15.2%, exceeding the 14% target for the third consecutive year. The slight percentage reduction is due to overall headcount changes rather than a decrease in actual representation.

3.1.7 In response to these trends, WH's EDI action plan continues to prioritise improving representation through targeted recruitment, progression, and talent pipeline activity in under-represented groups.

3.1.8 The workforce remains older than the City population with a median age of 49 compared to the city median of 38. Employees aged 55 – 64 represent the largest cohort, with over one third of the workforce aged 55 or above. This reflects national labour market trends and presents both a retention opportunity and a future workforce planning risk. WH continues to adopt a flexible approach to retirement, recognising the value of retaining experienced employees while balancing the need to develop future talent pipelines. While this does not indicate a disproportionate adverse impact at present, it does highlight a strategic workforce planning issue in relation to succession, skills transfer and future recruitment which is being addressed through the transformation project in Property.

3.1.9 Across other protected characteristics including gender identity, marital status, religion or belief, and sexual orientation workforce composition has remained relatively stable, with no significant changes identified during the reporting period.

3.2 **Recruitment**

3.2.1 A total of 1,071 applications were received during the year, resulting in 37 appointments across both internal and external recruitment. The reduction from the previous reporting period reflects a more targeted recruitment approach linked to the Cost Improvement Plan and Our Future workforce planning, through which all recruitment is being reviewed across the organisation with priority given to customer-facing posts. This has supported a more focused use of vacancies while continuing to strengthen front-line service delivery.

3.2.2 The applicant profile continued to reflect a higher proportion of male candidates for the second consecutive year. This is consistent with the increased proportion of trade-based roles within the recruitment mix, which traditionally attract a more male-dominated applicant pool. In the context of a challenging labour market, this provides a clear focus for ongoing work to broaden attraction and continue building diverse candidate pipelines over time. This will continue to be monitored through future campaigns to assess whether any disproportionate impact on female representation emerges over time.

3.2.3 Ethnic minority applicants accounted for 39% of total applications, increasing from 32% in the previous year and providing positive evidence of improved reach and disclosure. Of those appointed, 28% were from ethnic minority backgrounds, consistent with both the previous reporting period and the current workforce profile, demonstrating continued stability in recruitment outcomes.

3.2.4 The majority of applicants were aged between 35 - 49, followed by those aged 25 - 34. Appointment rates were consistent across both groups, with 32% of candidates appointed coming from each age range, indicating a balanced distribution of successful candidates at the middle of their career paths.

3.3 **Promotions**

3.3.1 There were 18 promotions during the year, a reduction from 33 in the previous reporting period. Of these, 50% were female and 22.2% were employees from ethnic minority backgrounds. This represents an improvement in the proportion of female promotions compared to 27.3% in 2024 - 2025.

3.3.2 Promotion rates among employees under the age of 25 have increased for the second consecutive year. This reflects the continued success of career development pathways, particularly through apprenticeship programmes, where individuals are progressing into qualified roles.

3.4 **Starters**

3.4.1 The starter profile reflected a higher proportion of male appointments (76.2%) during the reporting period. This is aligned with the types of roles recruited to during the year, particularly trade-based and customer-facing posts, and is consistent with the targeted recruitment approach set through the Cost Improvement Plan and Our Future workforce planning. This provides a clear evidence base for continued work to strengthen diversity across future recruitment campaigns.

3.5 **Leavers**

3.5.1 There were 119 leavers during 2025 - 2026. The increase in numbers, is due to the TUPE transfer of 55 employees to the Council. Of all leavers, 38.7% were female and 34.5% were from ethnic minority backgrounds. Overall turnover was 20.1%, influenced by both the TUPE transfer and the reduction in headcount.

3.5.2 Voluntary turnover remained stable and broadly in line with the previous reporting period at 7.03%.

3.5.3 To mitigate the impact of attrition, particularly in areas with an ageing workforce, WH continues to align its apprenticeship programme with anticipated workforce needs.

3.6 **Disciplinary and grievance**

3.6.1 To better understand any potential disproportional impact across demographic groups, analysis has been undertaken, taking account of representation within the overall workforce.

3.6.2 Although the number of disciplinary cases is the same across gender and ethnicity groupings, the rate per employee is higher for female employees and employees from ethnic minority backgrounds, because these groups represent a smaller proportion of the overall workforce. Given the low case numbers involved, this does not in itself evidence systemic disproportionality but does indicate an area that will continue to be monitored closely.

3.6.3 In relation to grievance cases, there is less variation between demographic groups. However, ongoing monitoring will continue to ensure any emerging trends or disproportionality are identified and addressed.

e.g. Demographic Group	Workforce	Disciplinary Cases	Disciplinary Rate	Grievance Cases	Grievance Rate
White employees	435	6	0.014	4	0.009
Ethnic minority employees	138	6	0.043	1	0.007
Male employees	360	6	0.017	2	0.006
Female employees	213	6	0.028	3	0.014

3.6.4 When interpreting the data set out in this report, it is important to note that some workforce transactions involve relatively small numbers. As a result, percentage movements and apparent differences between demographic groups can be affected disproportionately by a small number of cases. The analysis therefore provides an indication of areas for ongoing monitoring and enquiry, rather than definitive evidence of systemic disproportionality or adverse impact.

4.0 Key highlights

4.1 The EDI action plan sets out the work ongoing with quarterly updates provided to Communities and Service Delivery Committee. Key highlights summarising our year end position include:

- **Inclusive and accessible services** – We have strengthened support for customers through practical tools and targeted interventions, including a budget planning tool within the My Account app and wider financial wellbeing support. Our Domestic Abuse team continues to provide a responsive service, handling more than 850 contacts and supporting 93 tenants during the year. Estate walkabouts and the refreshed Anti-Social Behaviour Policy, shaped by customer feedback, have also strengthened our approach to community safety. This supports the **Safety and Quality Standard** through safer homes and neighbourhoods, and the **Tenancy Standard** by helping customers to sustain their tenancies.
- **Resident engagement** – We have broadened participation and representation within the Customer Involvement Panel, and Let's Talk sessions have increased engagement by 5%. Additional outreach through TLC College and initiatives such as Customer Connectors have created more opportunities to hear from customers whose voices may be less frequently represented. This supports the **Transparency, Influence and Accountability Standard** by strengthening tenant influence, widening participation, and improving how customer feedback shapes services.

- **Organisational culture** – We have continued to promote inclusion through mentoring, wellbeing activity and targeted development opportunities. Programmes such as REACH are supporting young people into employment and helping to build future talent pipelines. While this activity is primarily workforce-focused, it contributes to better customer outcomes by supporting a more inclusive, skilled and representative workforce able to understand and respond to the needs of the communities we serve, which underpins delivery across the Consumer Standards.
- **Addressing inequalities in housing outcomes** – We have continued to provide targeted financial support through the hardship fund and to strengthen policy development through Equality Impact Assessments. Initiatives such as the school uniform scheme and wider financial inclusion activity are helping customers to sustain tenancies, manage financial pressure and build resilience. This supports the **Tenancy Standard** through tenancy sustainment and early support, and the **Transparency, Influence and Accountability Standard** by ensuring services and policies are designed with consideration of differing customer needs and potential impacts.
- **Workforce** - equality data continues to be monitored, and our Equality Champions group has a renewed approach with recent appointment of a new chair and vice chair to drive forward improvements.

5.0 Looking forward

5.1 The Council's EDI strategy is currently under review which will be aligned with the improvement strategy following the regulatory inspection, to include EDI priorities for WH and confirmation of the performance monitoring arrangements for 2026 - 2027.

6.0 Financial and value for money implications

6.1 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.

7.0 Legal and regulatory implications

7.1 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.

8.0 Human resources implications

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

9.0 Health and safety implications

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

10.0 Equalities implications

10.1 Has an equality impact assessment been carried out? No – Equality Impact Assessments (EIA) will be carried out on individual policies, proposals and initiatives as required.

10.2 Explanation: Not applicable in respect of this report, however, individual pieces of work requiring an EIA will be completed.

11.0 Equality, Diversity and Inclusion activity and impact on customer

11.1 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.

12.0 Impact on the environment and community

12.1 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.

13.0 Long term consequences for the company

13.1 WH is committed to enhancing the organisational culture, which values people from all sections of society, and recognises contributions that each individual can make.

13.2 As a large employer in the city, WH strives to be 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.

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

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

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: Equality Targets
16.2 Appendix 2: Wolverhampton Homes Annual Diversity Application
16.3 Appendix 3: Equalities Circle Forum – Outcomes achieved 2025 - 2026
16.4 Appendix 4: Gender Pay Gap comparison with other Housing Providers

Appendix 1: Equality Targets

Best Value Performance Indicators

573 Headcount 2026

671 Headcount 2025

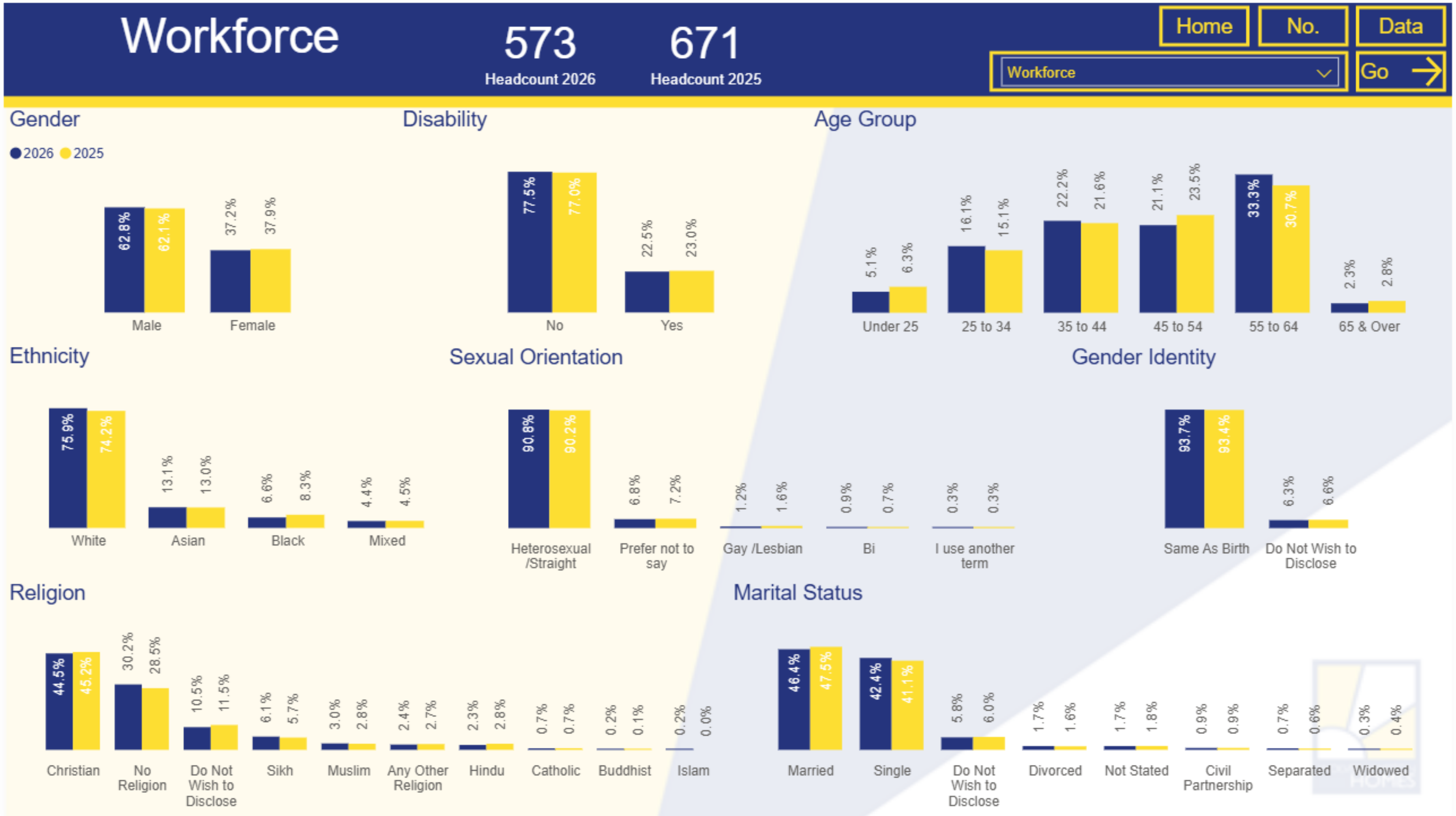
Home

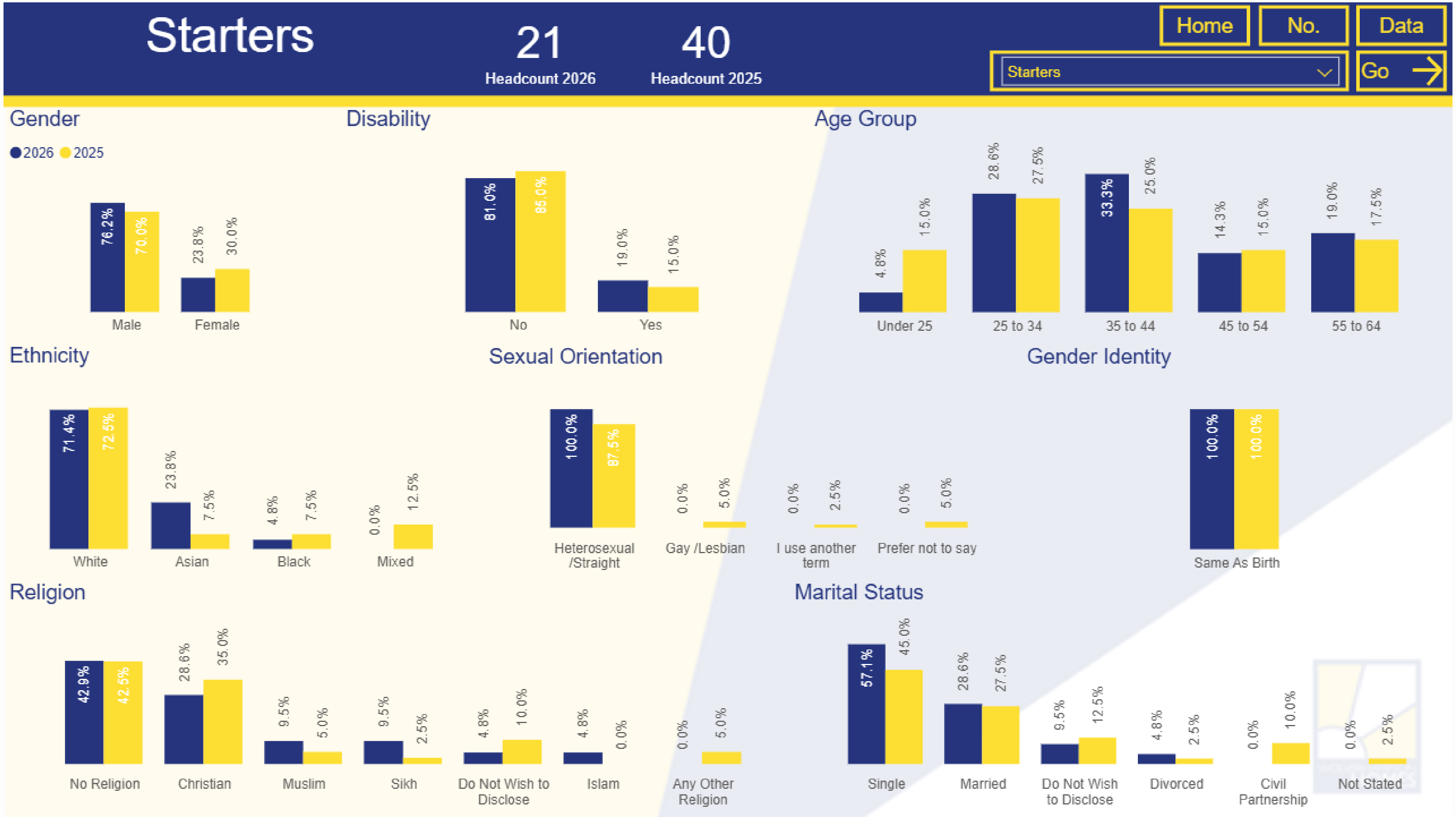
Best Value Performance Indicators

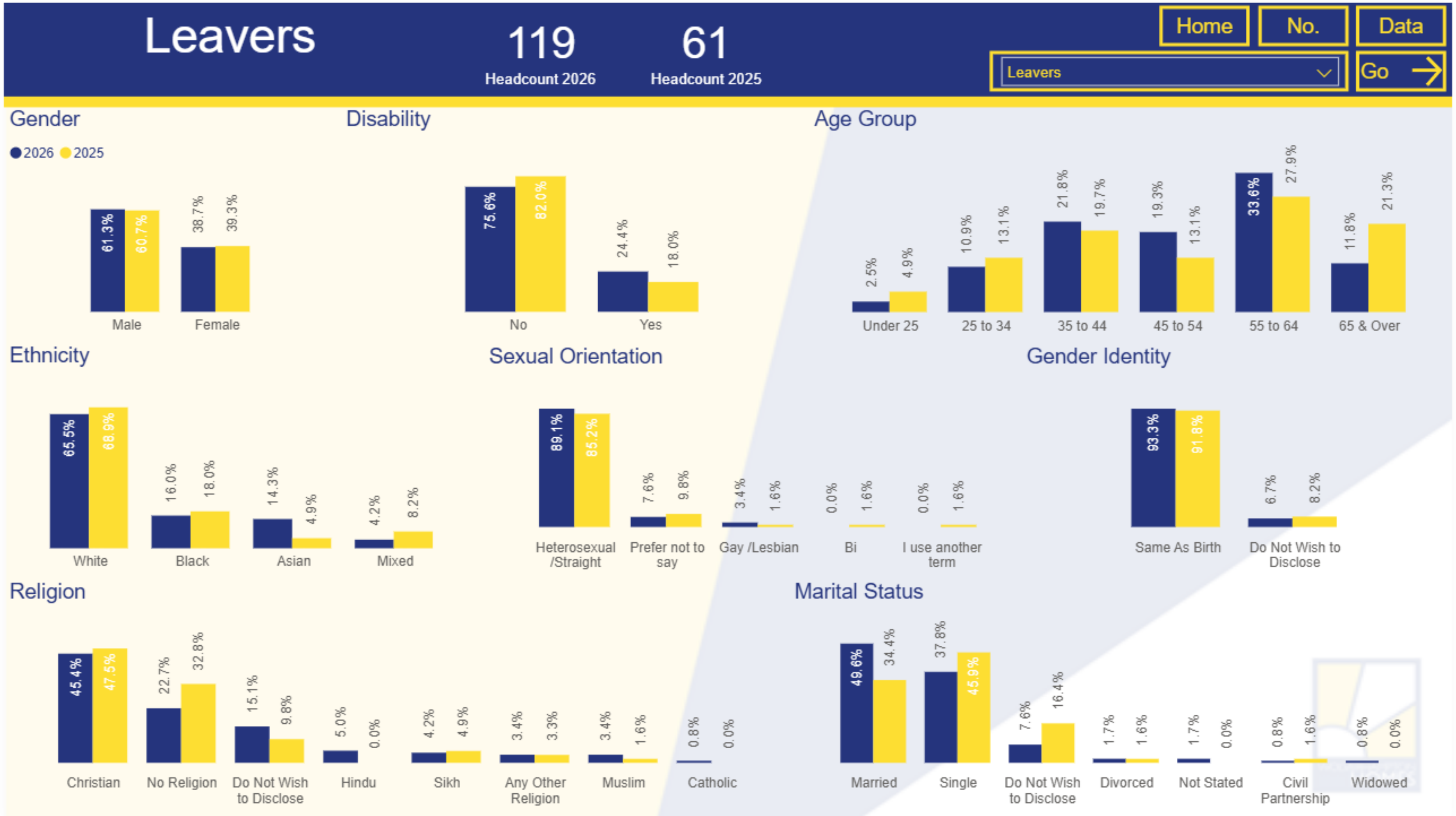
Go

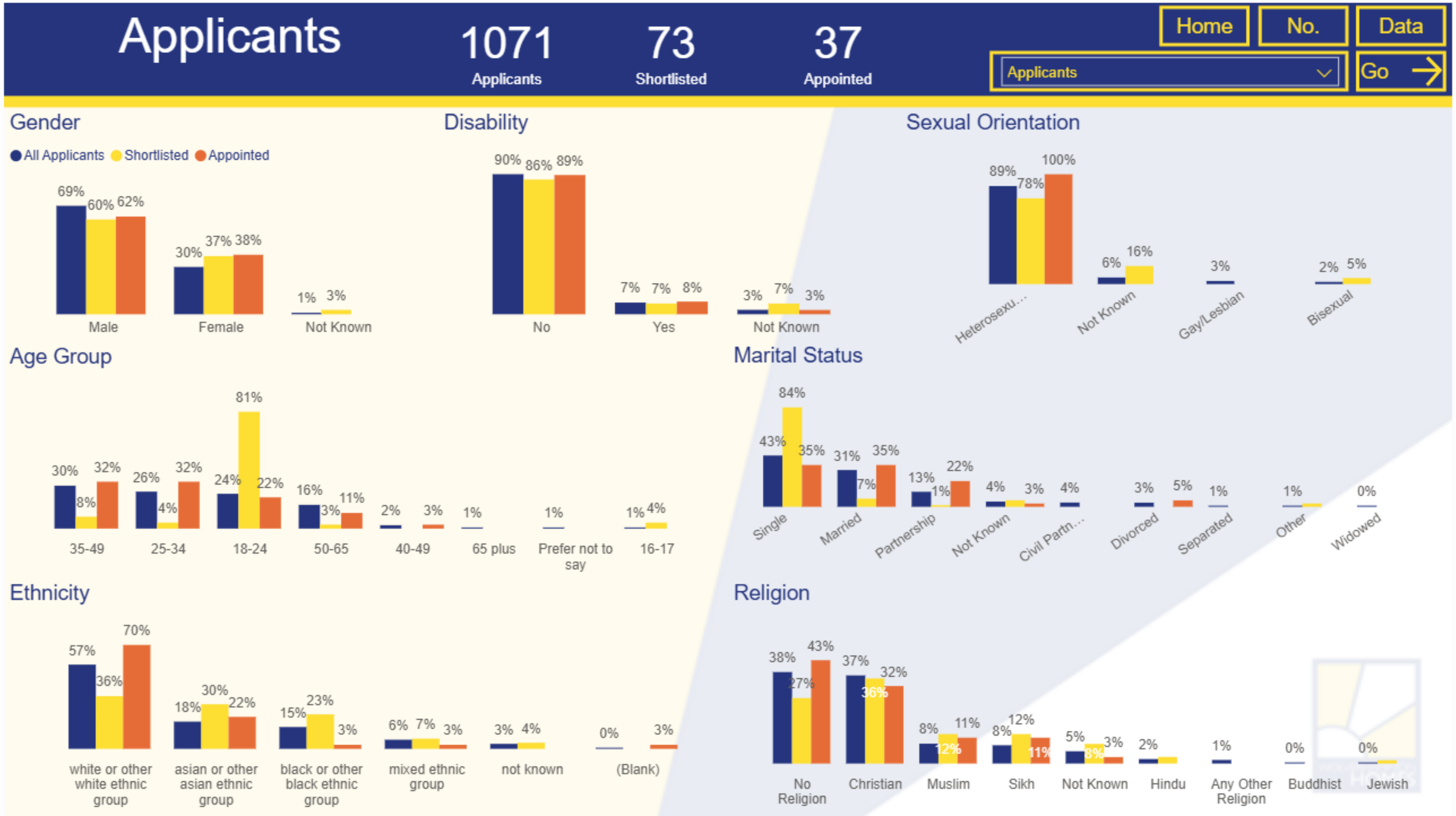
Reference	Indicator	2024/2025 Year End Performance	Improvement Target	2025/2026 Year End Performance	Workforce Total	
BVPI 11a	% Of the top 5% of earners who are female	35.14%	45%	33.33%	To meet Target =	15
					Current =	11
BVPI 11b	% Of the top earners who are from an ethnic minority group	16.22%	14%	15.15%	To meet Target =	5
					Current =	5
BVPI 16	% Of the organisations workforce who are disabled	22.95%	12%	22.51%	To meet Target =	69
					Current =	129
BVPI 17	% Of the organisations workforce who are from an ethnic minority group	25.78%	26%	24.08%	To meet Target =	149
					Current =	138
LPI	% Of the workforce who are male / female	Male = 62.15%	65%	Male = 62.83%	To meet Target M =	372
					To meet Target F =	201
		Female = 37.85%	35%	Female = 37.17%	Current M =	360
					Current F =	213
LPI	% Of the workforce by age distribution	6.26%	Under 25 = 8%	5.06%	To meet Target =	46
					Current =	27

Appendix 2: Wolverhampton Homes Annual Diversity Application

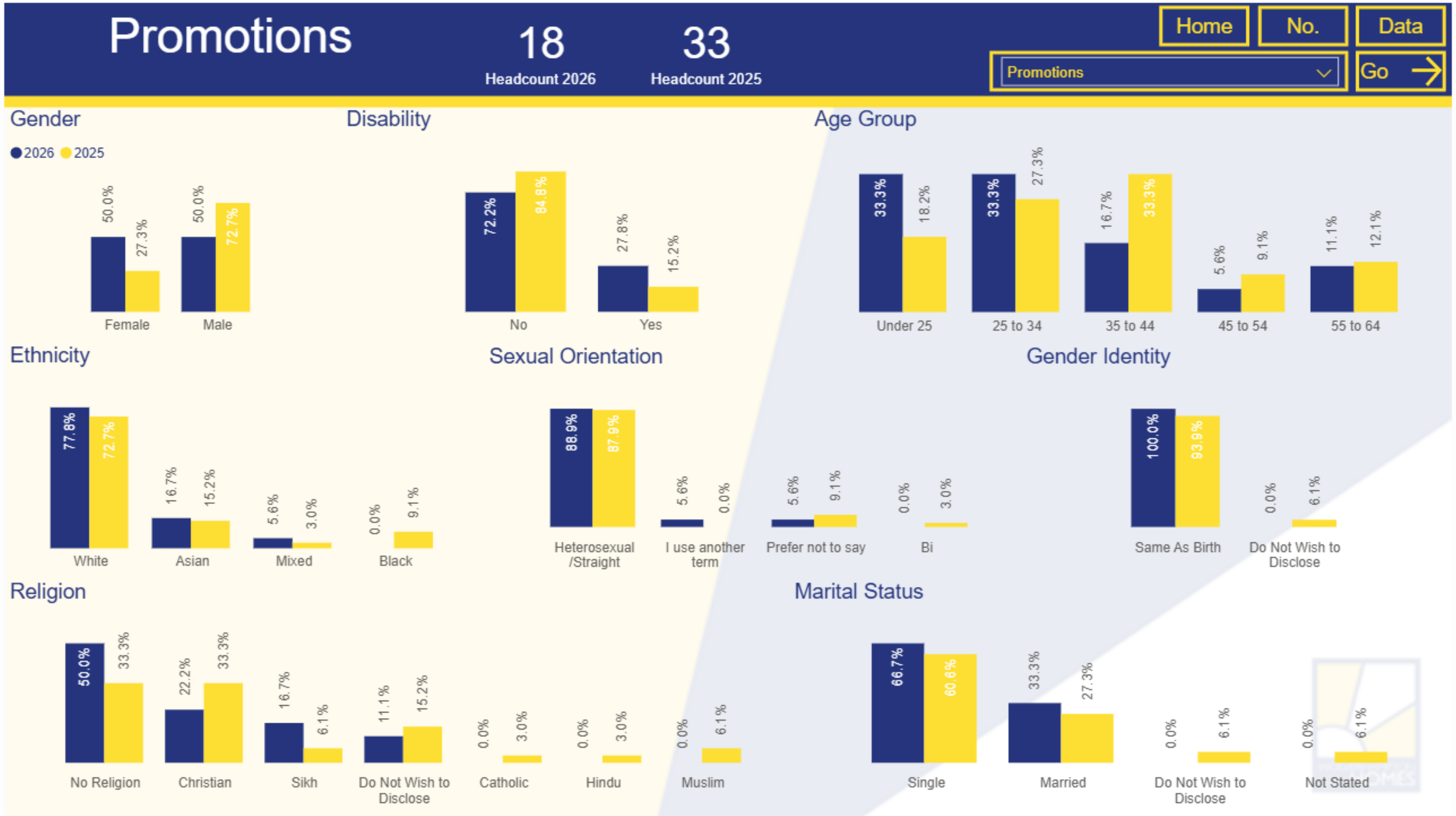


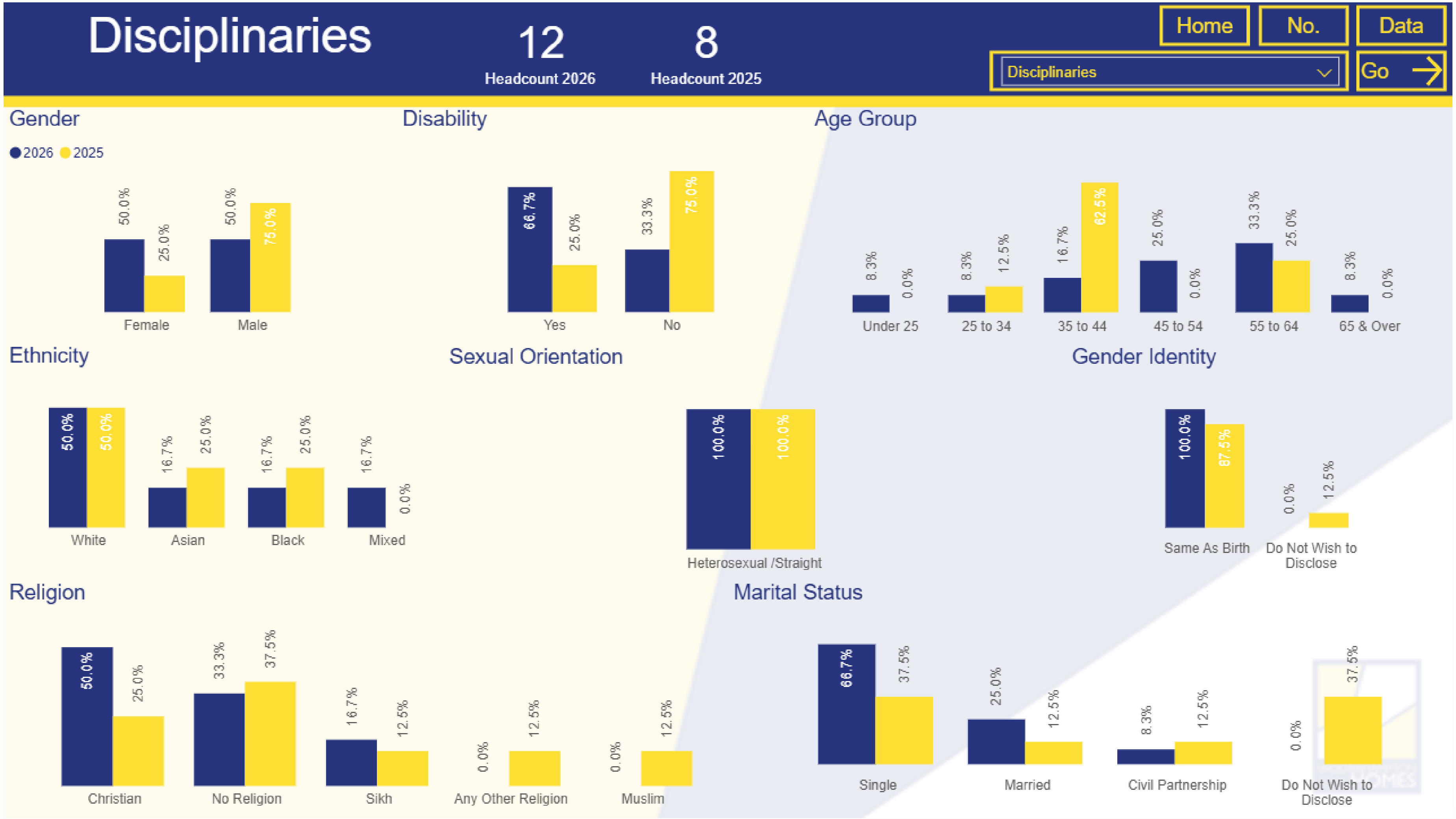

Starters
21
Headcount 2026
40
Headcount 2025
Home
No.
Data
Starters
Go
Gender
2026 2025
76.2%
70.0%
23.8%
30.0%
Male
Female
Disability
81.0%
85.0%
19.0%
15.0%
No
Yes
Age Group
4.8%
15.0%
28.6%
27.5%
33.3%
25.0%
14.3%
15.0%
19.0%
17.5%
Under 25
25 to 34
35 to 44
45 to 54
55 to 64
Ethnicity
71.4%
72.5%
23.8%
7.5%
4.8%
7.5%
0.0%
12.5%
White
Asian
Black
Mixed
Sexual Orientation
100.0%
87.5%
0.0%
5.0%
0.0%
2.5%
0.0%
5.0%
Heterosexual /Straight
Gay /Lesbian
I use another term
Prefer not to say
Gender Identity
100.0%
100.0%
Same As Birth
Religion
42.9%
42.5%
28.6%
35.0%
9.5%
5.0%
9.5%
2.5%
4.8%
10.0%
4.8%
0.0%
0.0%
5.0%
No Religion
Christian
Muslim
Sikh
Do Not Wish to Disclose
Islam
Any Other Religion
Marital Status
57.1%
45.0%
28.6%
27.5%
9.5%
12.5%
4.8%
2.5%
0.0%
10.0%
0.0%
2.5%
Single
Married
Do Not Wish to Disclose
Divorced
Civil Partnership
Not Stated


Leavers
119
Headcount 2026
61
Headcount 2025
Home
No.
Data
Leavers
Go
Gender
2026
2025
61.3%
60.7%
38.7%
39.3%
Male
Female
Disability
75.6%
82.0%
24.4%
18.0%
No
Yes
Age Group
2.5%
4.9%
10.9%
13.1%
21.8%
19.7%
19.3%
13.1%
33.6%
27.9%
11.8%
21.3%
Under 25
25 to 34
35 to 44
45 to 54
55 to 64
65 & Over
Ethnicity
65.5%
68.9%
16.0%
18.0%
14.3%
4.9%
4.2%
8.2%
White
Black
Asian
Mixed
Sexual Orientation
89.1%
85.2%
7.6%
9.8%
3.4%
1.6%
0.0%
1.6%
0.0%
1.6%
Heterosexual /Straight
Prefer not to say
Gay /Lesbian
Bi
I use another term
Gender Identity
93.3%
91.8%
6.7%
8.2%
Same As Birth
Do Not Wish to Disclose
Religion
45.4%
47.5%
22.7%
32.8%
15.1%
9.8%
5.0%
0.0%
4.2%
4.9%
3.4%
3.3%
3.4%
1.6%
0.8%
0.0%
Christian
No Religion
Do Not Wish to Disclose
Hindu
Sikh
Any Other Religion
Muslim
Catholic
Marital Status
49.6%
34.4%
37.8%
45.9%
7.6%
16.4%
1.7%
1.6%
1.7%
0.0%
0.8%
1.6%
0.8%
0.0%
Married
Single
Do Not Wish to Disclose
Divorced
Not Stated
Civil Partnership
Widowed



Applicants
1071
Applicants
73
Shortlisted
37
Appointed
Home
No.
Data
Applicants
Go
Gender
All Applicants
Shortlisted
Appointed
69% 60% 62%
Male
30% 37% 38%
Female
1% 3%
Not Known
Disability
90% 86% 89%
No
7% 7% 8%
Yes
3% 7% 3%
Not Known
Sexual Orientation
89% 78% 100%
Heterosexu...
6% 16%
Not Known
3%
Gay/Lesbian
2% 5%
Bisexual
Age Group
30% 8% 32%
35-49
26% 4% 32%
25-34
24% 81% 22%
18-24
16% 3% 11%
50-65
2% 3%
40-49
1%
65 plus
1%
Prefer not to say
1% 4%
16-17
Marital Status
43% 84% 35%
Single
31% 7% 35%
Married
13% 1% 22%
Partnership
4% 3%
Not Known
4%
Civil Partn...
3%
Divorced
5%
Separated
1%
Other
1%
Widowed
0%
Ethnicity
57% 36% 70%
white or other white ethnic group
18% 30% 22%
asian or other asian ethnic group
15% 23% 3%
black or other black ethnic group
6% 7% 3%
mixed ethnic group
3% 4%
not known
0% 3%
(Blank)
Religion
38% 27% 43%
No Religion
37% 36% 32%
Christian
8% 12% 11%
Muslim
8% 12% 11%
Sikh
5% 3% 3%
Not Known
2%
Hindu
1%
Any Other Religion
0%
Buddhist
0%
Jewish


Promotions
18
Headcount 2026
33
Headcount 2025
Home
No.
Data
Promotions
Go
Gender
2026 2025
50.0%
27.3%
50.0%
72.7%
Female
Male
Disability
72.2%
84.8%
27.8%
15.2%
No
Yes
Age Group
33.3%
18.2%
33.3%
27.3%
16.7%
33.3%
5.6%
9.1%
11.1%
12.1%
Under 25
25 to 34
35 to 44
45 to 54
55 to 64
Ethnicity
77.8%
72.7%
16.7%
15.2%
5.6%
3.0%
0.0%
9.1%
White
Asian
Mixed
Black
Sexual Orientation
88.9%
87.9%
5.6%
0.0%
5.6%
9.1%
0.0%
3.0%
Heterosexual /Straight
I use another term
Prefer not to say
Bi
Gender Identity
100.0%
93.9%
0.0%
6.1%
Same As Birth
Do Not Wish to Disclose
Religion
50.0%
33.3%
22.2%
33.3%
16.7%
6.1%
11.1%
15.2%
0.0%
3.0%
0.0%
3.0%
0.0%
6.1%
No Religion
Christian
Sikh
Do Not Wish to Disclose
Catholic
Hindu
Muslim
Marital Status
66.7%
60.6%
33.3%
27.3%
0.0%
6.1%
0.0%
6.1%
Single
Married
Do Not Wish to Disclose
Not Stated


Disciplinaries
12
Headcount 2026
8
Headcount 2025
Home
No.
Data
Disciplinaries
Go
Gender
2026
2025
50.0%
25.0%
50.0%
75.0%
Female
Male
Disability
66.7%
25.0%
33.3%
75.0%
Yes
No
Age Group
8.3%
0.0%
8.3%
12.5%
16.7%
62.5%
25.0%
0.0%
33.3%
25.0%
8.3%
0.0%
Under 25
25 to 34
35 to 44
45 to 54
55 to 64
65 & Over
Ethnicity
50.0%
50.0%
16.7%
25.0%
16.7%
25.0%
16.7%
0.0%
White
Asian
Black
Mixed
Sexual Orientation
100.0%
100.0%
Heterosexual /Straight
Gender Identity
100.0%
87.5%
0.0%
12.5%
Same As Birth
Do Not Wish to Disclose
Religion
50.0%
25.0%
33.3%
37.5%
16.7%
12.5%
0.0%
12.5%
0.0%
12.5%
Christian
No Religion
Sikh
Any Other Religion
Muslim
Marital Status
66.7%
37.5%
25.0%
12.5%
8.3%
12.5%
0.0%
37.5%
Single
Married
Civil Partnership
Do Not Wish to Disclose

Grievances

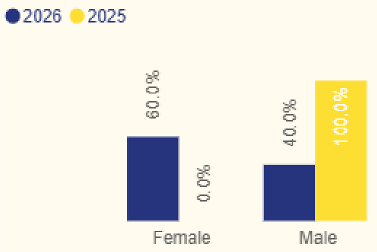
5
Headcount 2026

1
Headcount 2025

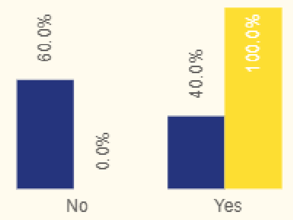
Home | No. | Data

Select A Page | Go

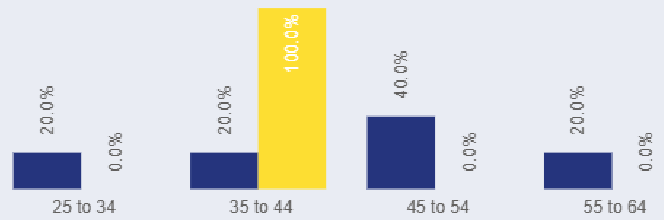
Gender



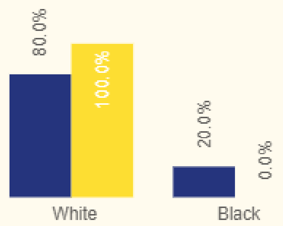
Disability



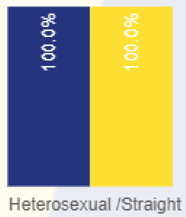
Age Group



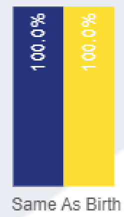
Ethnicity



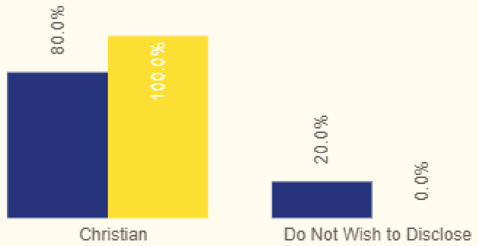
Sexual Orientation



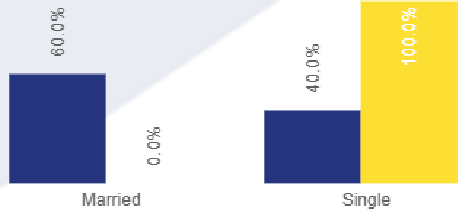
Gender Identity

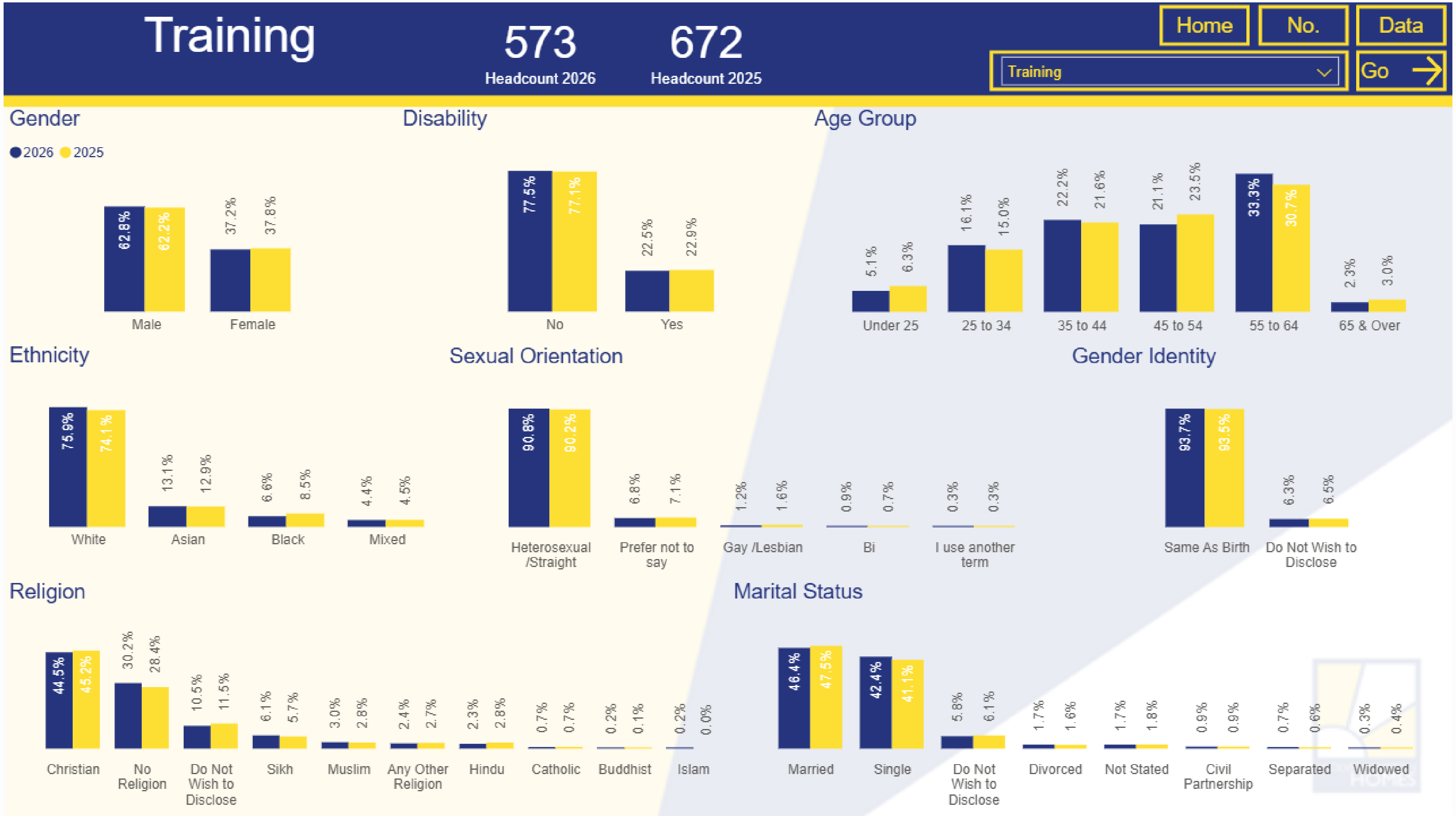


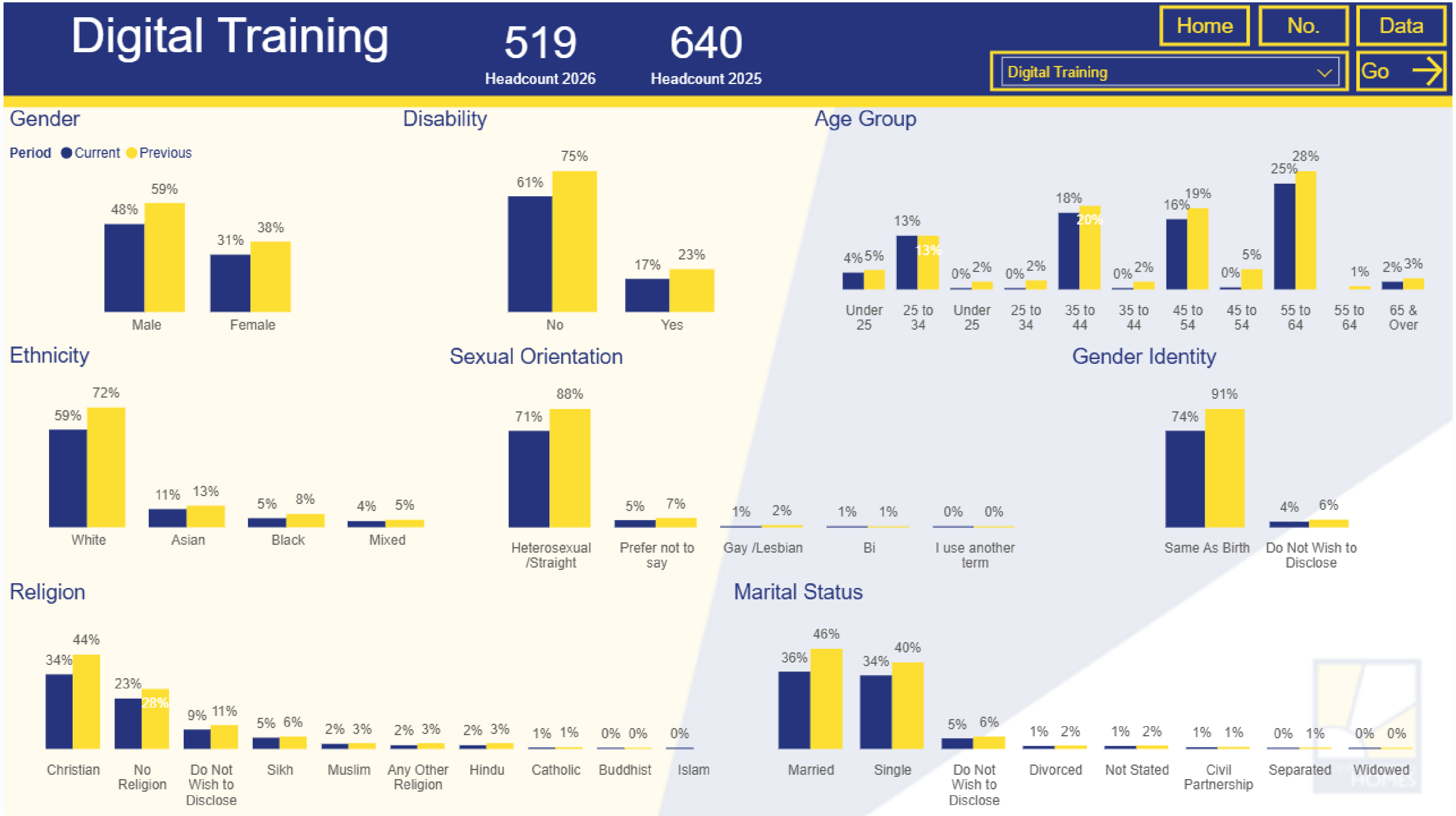
Religion



Marital Status




Training
573
Headcount 2026
672
Headcount 2025
Home
No.
Data
Training
Go
Gender
2026 2025
62.8% 62.2% Male
37.2% 37.8% Female
Disability
77.5% 77.1% No
22.5% 22.9% Yes
Age Group
5.1% 6.3% Under 25
16.1% 15.0% 25 to 34
22.2% 21.6% 35 to 44
21.1% 23.5% 45 to 54
33.3% 30.7% 55 to 64
2.3% 3.0% 65 & Over
Ethnicity
75.9% 74.1% White
13.1% 12.9% Asian
6.6% 8.5% Black
4.4% 4.5% Mixed
Sexual Orientation
90.8% 90.2% Heterosexual /Straight
6.8% 7.1% Prefer not to say
1.2% 1.6% Gay /Lesbian
0.9% 0.7% Bi
0.3% 0.3% I use another term
Gender Identity
93.7% 93.5% Same As Birth
6.3% 6.5% Do Not Wish to Disclose
Religion
44.5% 45.2% Christian
30.2% 28.4% No Religion
10.5% 11.5% Do Not Wish to Disclose
6.1% 5.7% Sikh
3.0% 2.8% Muslim
2.4% 2.7% Any Other Religion
2.3% 2.8% Hindu
0.7% 0.7% Catholic
0.2% 0.1% Buddhist
0.2% 0.0% Islam
Marital Status
46.4% 47.5% Married
42.4% 41.1% Single
5.8% 6.1% Do Not Wish to Disclose
1.7% 1.6% Divorced
1.7% 1.8% Not Stated
0.9% 0.9% Civil Partnership
0.7% 0.6% Separated
0.3% 0.4% Widowed



Appendix 3: Equalities Circle Forum – Outcomes achieved 2025 - 2026

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
02.06.25	Discretionary Compensation Policy	Ian Gardner	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support the 'Discretionary Compensation Policy' as it sets out Wolverhampton Homes commitment when failing to meet its service standards, it is committed to acting quickly to put things right, which may include providing compensation. ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it provides details the arrangements of seeking to resolve complaints to the satisfaction of the customer, providing flexible and proportionate financial compensation, where appropriate. That the policy now considers the individual impact, considering any vulnerabilities, of tenants affected by a potential service failure with any compensation levels adjusted accordingly. It further mitigates the need for the customer having to resort to the Housing Ombudsman or Regulator of Social Housing (RSH) to seek a remedy. **Actions / Agreements** **The policy and EIA were approved and signed off.** • WH to continue monitor impacts and proactive steps to resolve concerns preventing complaints.
16.09.25	COSHH, HAV and Noise Arrangements	Mike Hough	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support, COSHH, HAVS and Noise arrangements as it sets out Wolverhampton Homes' approach ensuring that the company provisions are in place to allow it to fulfil its legal responsibilities. ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it forms part of a suite of standards that ensure compliance with regulatory and statutory

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			requirements and published guidance associated the management of health & safety and the welfare of staff. **Actions / Agreements** **The policy and EIA were approved and signed off.** • WH to continue monitor impacts.
16.09.25	Anti-Social Behaviour Policy Review	Angela Barnes	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support Anti-Social Behaviour Policy Review at, as it sets out Wolverhampton Homes' approach to dealing with anti-social behaviour which involves preventative and reactive measures. It aims to ensure that everyone has the right to live in the way they want if it does not unlawfully spoil the quality of life of others or breach the terms of their tenancy agreement. It provides a framework of how Wolverhampton Homes will approach anti-social behaviour issues and how we will deliver the tenure-neutral service. It recognises the importance of supporting their communities and stakeholders, and effectively engaging with them, so that together they can build stronger, safer neighbourhoods, and that it sets out what WH will do and what customers and residents can do, along with key partners to support this. ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy review as it does not discriminate on the grounds of the protected characteristics. Everyone can access ASB services. It sets out behaviour that is not acceptable and the enforcement actions available to teams and sets out how a harm focused approach is taken where risk assessments are carried out to understand the extent of harm and risk the ASB is causing, which is positive.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			The policy further works in line with adult and child safeguarding and domestic abuse policies. Will ensure there is robust case management including assessment of vulnerabilities and protected characteristics and recording of these as part of good case management. And that it will consider this alongside proportionality assessments when making enforcement decisions to ensure compliance with the Equality Act 2010 **Actions / Agreements** **The policy and EIA was approved and signed off.** • Further update required on outcomes of alternative engagements methods, which is scheduled in 6 / 12 months to monitor impact, trends via existing system ReAct.
05.02.26	Income Management Policy	Julie Manning	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support Income Management Policy as it sets out Wolverhampton Homes' approach to provide support and advice to customers to maximise personal income and to enable payment of rent and/or arrears with the purpose of ensuring tenancies are sustained and income is maximised. ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy as it does not discriminate across all equality groups and that all customers applying for housing, is to be supported through early intervention and proactive engagement, via a pre-tenancy workshop with an aim to robustly prepare them for the responsibilities of taking on a tenancy. This ensures from the very outset the importance of prompt rental payment is reinforced. The workshops assist in identifying our most vulnerable customers and ensure that support services are identified and brought in at the earliest possible opportunity, support services through our Money Smart team, who will assist with money management, debt repayment and referrals to specialist agencies. i.e. Citizens Advice, Debt Advice Helpline, Welfare Rights.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			It is further supported through Service Level agreements with ACCI & Refugee and Migrant Centre, to enhance tailored support by specific client groups, via a referrals process to Refugee and reviewed regularly. **Actions / Agreements** **The policy and EIA were approved and signed off.** • WH will continue monitoring impacts and proactive doorstep engagement. • Will ensure that better communication is available to tenants about available financial/transport support. • Will maintain partnership links with existing partners and forge links with Macmillan and others through Money Smart. A further update required in 18 months.
05.02.26	Persistent or Unreasonable Customer Contact Policy	Andrew Finch	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support Persistent or Unreasonable Customer, has a direct requirement from "The Housing Ombudsman Complaint Handling Code outlining that Landlords must have a complaints policy, together with supporting procedures in place, for managing persistent complaints and unacceptable behaviour from customers and/or their representatives. It may also include putting restrictions in place on how customers can contact landlords, who must be able to evidence the reasons for putting any restrictions in place and must keep restrictions under regular review. ECF confirmed, the agreed outcome following the EIA, is that there are no major changes required to this policy and that any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			Actions / Agreements **The Policy and EIA were approved and signed off.** • Return later in 2026 with more data and learning once more cases have been recorded. • Explore additional reasonable adjustment options beyond SPOCs. • Work with SLT to strengthen support for staff handling challenging cases. • Review how alerts appear for contractors (frequency & visibility). • Improve communication around proxies/advocacy for customers with mental health needs.
05.02.26	Repairs and Maintenance Policy	Ian Gardner	**Note:** The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support Repairs and Maintenance as it sets out Wolverhampton Homes' governance approach to repair and maintaining homes and domestic assets under its management control, to ensure they remain safe and serviceable for its tenants and communities. It demonstrates the company's commitment to ensure compliance with all legal, regulatory and statutory requirements associated with the repairs and maintenance with all homes, communal areas and assets managed by Wolverhampton Homes (WH). ECF confirmed, the agreed outcome following the EIA, is that there are no major changes as it outlines the RSH's key requirements for Landlords, which include: • Health & Safety: Ensure homes are safe, meeting legal standards, with clear processes for electrical / gas safety. • Repairs & Maintenance: Offer efficient, timely services for all repairs, adapting to tenant needs and using stock data to plan improvements. • Communication: Keep tenants informed about repair progress, timescales, and services. • Tenant Influence: Involve tenants in decisions and handle complaints effectively.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			Actions / Agreements **The policy and EIA were approved and signed off.** • Carry out a full in-depth review later in 2026, including a Task & Finish Group with CIP. • Integrate new national guidance when published. • Strengthen See It / Report It (SIRI) awareness for internal teams & contractors. • Share success cases demonstrating impact of contractor reports.

Appendix 4: Gender Pay Gap comparison with other Housing Providers

Employer	Employer Size	Gender Pay Gap 2023 (Median)	Gender Pay Gap 2024 (Median)	Gender Pay Gap 2025 (Median)
Aspire Housing Limited	250 to 499	3.5%	2.57%	7.05%
Solihull Community Housing Limited	250 to 499	13.8%	14.9%	12.5%
Black Country Housing Group Limited	250 to 499	30.7%	27.83%	28.42%
Northamptonshire Partnership Homes	250 to 499	-5.5%	-7.60%	-7.37%
Stockport Homes	250 to 499	0%	0%	0.65%
Wolverhampton Homes Limited	500 to 999	-2.83%	-7.33%	-4.37%
Walsall Housing Group Limited	500 to 999	14.5%	13.5%	14.7%
The Community Housing Group Limited	500 to 999	28.4%	28.4%	21.7%
The Housing Plus Group Limited	500 to 999	18.8%	18.8%	18.06%
Trident Housing Association Limited	500 to 999	15.0%	10.7%	9.8%
Berneslai Homes	500 to 999	5.95%	7.2%	2.09%
Derby Homes	500 to 999	15.5%	12.9%	8.5%
St Leger Homes of Doncaster	500 to 999	9.58%	6.31%	4.5%
Sanctuary Housing Association	1000 to 4999	18.7%	15.7%	12.5%
Bromford Housing Group Limited	1000 to 4999	3.8%	5.0%	3.61%
City of Wolverhampton Council	1000 to 4999	6.5%	0%	-3.8%

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Board Report

	Agenda Item 8
	24 June 2026 **Learning and Organisational Development Annual update 2025 - 2026**
	Open Report
Status:	For Information
Author and job title:	Sarah Butcher – Head of Talent, Communications and Engagement / Acting Head of Housing Maintenance
Contact No:	07773 008395
Recommendations:	**Board Members are asked to note the:** **1. content of the report, and** **2. extent to which activity across the people and talent development agenda supports Wolverhampton Homes' strategic frameworks, while ensuring compliance with regulatory expectations and the delivery of effective consumer outcomes.**
Key risks and contentious issues:	Strategic organisational development underpins Wolverhampton Homes' contribution to the City of Wolverhampton Council's *Our City: Our Plan.* Aligning workforce capability with corporate and municipal priorities is critical to maintaining service quality, delivering community outcomes, and meeting evolving regulatory and consumer standards. A skilled, competent, and adaptable workforce strengthens operational performance, enhances customer experience, and reduces risk within an increasingly complex regulatory environment. **Learning and Organisational Development (L&OD)** Insufficient investment in L&OD risks creating skills gaps, weakening succession planning, and reducing service quality. This increases the likelihood of non-compliance with evolving regulatory requirements (e.g. Awaab's Law, Decent Homes Standard, Fire Safety Regulations), potential regulatory intervention, and reputational damage. It may also perpetuate inefficient working

	practices and reduce organisational resilience, particularly given an ageing workforce. **Early careers:** Underinvestment in early careers pathways risks limiting future talent pipelines, exacerbating skills shortages, and increasing long-term recruitment dependency and cost. Without structured programmes, the organisation may miss opportunities to strengthen capability, improve diversity, and support social value commitments through local employment and progression. **Talent attraction and recruitment:** Limited internal recruitment capability risks higher costs, longer time-to-hire, and inconsistent candidate quality. This can negatively impact service delivery, productivity, and team performance, while also increasing compliance risks and weakening the employer brand. A lack of proactive talent pipelines further constrains workforce planning and organisational resilience.

Management Summary

1.0 Purpose

1.1 This report provides Board members with an overview of key organisational development activities during the year 2025 – 2026 and covers Learning and organisational development (L&OD), Early careers, and Talent attraction and recruitment.

1.2 It outlines key achievements and identifies areas for future focus in relation to people development, training, recruitment, and employability opportunities for employees and customers.

2.0 Background

2.1 The L&OD team continues to deliver outcomes aligned with the City of Wolverhampton Council's strategic priorities – supporting a vision of strong employment prospects and inclusive, lifelong learning.

2.2 Guided by the People and Organisational Development, and Early Talent strategies, activity has focused on building the skills, capability and capacity of colleagues and Board members to meet current and future workforce and regulatory requirements

2.3 Through streamlined learning pathways, improved digital experiences, and feedback-led development opportunities, the team is strengthening capability with a clear focus on enabling all colleagues to perform and progress.

2.4 Colleague training, learning and engagement remain critical to effective ALMO service delivery, including:

- Statutory requirements – Induction, Data Protection & GDPR, Health & Safety (H&S) awareness.
- Regulatory compliance – Asbestos, Gas ACS renewals, etc.

- Operational H&S for large DLO workforce – Manual handling, Working at height, etc.
- Role specific capability – Leasehold management, Damp, mould & condensation, etc.
- Core and professional skills development aligned to the WH core skills framework.
- Leadership and management development, including aspiring managers.
- Competence & Conduct compliance.

3.0 Key highlights – Learning and organisational development

3.1 Digital learning

3.1.1 My Learning Hub (MLH), the bespoke learning management system is available to all staff, Board members, and new hires.

3.1.2 Platform activity steadily increased year on year from launch to 2026, reaching a peak of over 130% in the previous year. However, the number of **unique logins** declined in 2025 – 2026, indicating more concentrated use among active learners (see **Appendix 1, Graph 1)**, likely reflective of the absence of mandatory recertification activity and a shift towards more targeted and role specific learning.

3.1.3 In total, **6,714 hours** of continuous professional development were completed through digital learning. Year on year comparisons are provided in **Appendix 1, Graph 2.**

3.1.4 No mandatory courses required recertification during 2025 – 2026. Both the Health and Safety at WH and GDPR at WH courses will require recertification by all colleagues during 2026 – 2027.

3.1.5 Further detail on login activity, completion rates (both mandatory and optional) and most accessed content is provided in **Appendix 1**.

3.2 Face to face / virtual learning

3.2.1 Over the last year, targeted training and development has been delivered to address priorities identified in the Learning Needs Analysis (LNA), using a blend of external providers and in-house L&OD expertise.

3.2.2 A total of **6,714 hours** of continuous professional development were delivered through face-to-face / virtual learning. Year-on-year trends are set out in **Appendix 2, Graph 3**.

3.2.3 The reduction in delivery volumes reflects a more targeted and efficient approach, with greater emphasis on priority skills areas, alongside continued use of digital learning provision.

3.2.4 Non-attendance at scheduled training remains challenging, reducing return on investment (ROI) and delaying workforce development. The average no-show rate for the year was 21.1% (449 of 2,130 bookings), as shown in **Appendix 2, Graph 4.**

3.2.5 This is consistent with typical UK benchmarks (20-30% without controls), though well-managed organisations achieve 5-10%, indicating scope for improvement.

3.2.6 Higher non-attendance is observed within the Direct Labour Organisation (DLO), likely reflecting operational pressures and highlighting the need for improved planning and communication.

3.2.7 Induction-related sessions show elevated no-show rates for different reasons, including candidates withdrawing after accepting offers, pointing to challenges in onboarding engagement.

3.2.8 While most courses maintain acceptable attendance levels, a few high outliers inflate the overall average. Understanding the underlying causes and addressing these will be key to improving engagement and maximising impact.

3.2.9 Further detail regarding course delivery, attendance and no-show rates is provided in **Appendix 2**.

3.3 Digital and systems training

3.3.1 The Digital and Systems Trainer as the subject matter expert for NEC – Housing, provides targeted, accessible training – both in-person and virtual – to ensure effective and consistent system use across the organisation, the Council, and the TMOs.

3.3.2 Digital inductions, drop-in sessions, and device-based training (including iPads) continue to support colleagues to operate effectively in increasingly mobile and digitally enabled roles.

3.3.3 Delivery activity remains strong (see **Appendix 2, Table 3)**, with over half of sessions in the past year supporting colleagues from the City Council and TMOs, reflecting a broader organisational impact. This is an increase from almost a third in the previous year.

3.4 Board development

3.4.1 A refreshed Board development programme was launched in September 2024, with members participating in Board Strategy Away Days, covering key themes including leadership, strategy, governance, and finance.

3.4.2 The programme, aligned to the Board competency framework, supports Board members to build confidence and capability across all core areas, with an enhanced focus on customer outcomes in line with Consumer Standards with a range of available interventions including CIH Building Better Boards membership.

3.4.3 Work continues to encourage all Board members to participate in the learning programme available.

3.4.4 Induction programmes for both Board members and Customer Involvement Panel members continue to be strengthened to support effective onboarding, role clarity, and early contribution.

3.5 Mentoring programme

3.5.1 The Mentoring programme continues to support both traditional and reciprocal mentoring relationships to support colleagues looking to develop their skills, broaden their perspectives, and build meaningful professional connections, ensuring that participants at all stages of their careers can benefit from shared experience and mutual growth.

3.6 Organisational learning needs analysis (LNA)

3.6.1 In 2023 – 2024, Training and Skills matrices were developed for all 174 roles across the organisation, from Apprentice to Chief Executive, mapping capability at both role and individual level.

3.6.2 These matrices provide a structured view of skills, qualifications, and training requirements, enabling identification of gaps and alignment of interventions with organisational goals and priorities.

3.6.3 In September 2025, the government gave direction to the Regulator of Social Housing (RSH) on its proposals for new regulatory requirements relating to the competence and conduct of social housing staff.

3.6.4 The Training and skills matrices, alongside the LNA, position WH to evidence compliance with these emerging regulatory requirements.

3.6.5 Roles have been mapped into defined career ladders (Operational, Technical, Professional, or Commercial) and given a role-level target capability score across the ten WH core skills, alongside a review of essential qualification requirements.

3.6.6 Analysis indicates no consistent organisation-wide skills gaps; themes are more localised at directorate or team level, enabling targeted interventions.

3.6.7 Underperformance identified through the LNA is managed through the Managing individual performance policy and procedure and is outside the scope of the LNA.

3.7 Getting ready for opportunities at work (GROW) programme

3.7.1 Launched in January 2025, the GROW programme supports colleagues to progress their career through practical, interactive sessions focused on CV writing, application skills, and interview preparation.

3.7.2 Eleven GROW workshops were delivered during the year, with 50 colleagues attending. Feedback continues to be positive, with many participants reporting increased confidence and eight securing new roles with Wolverhampton Homes, attributing their success in part to the programme.

3.7.3 The programme represents a cost-effective, internally delivered alternative to previous external provision, increasing capacity (up to 20 participants per session), reducing cost, and enabling regular monthly delivery.

4.0 Key highlights – Early careers

4.1 Apprenticeships

4.1.1 There are currently 13 apprentices on programme from cohorts recruited since 2021, alongside nine permanent employees undertaking professional study via the apprenticeship route.

4.1.2 Ten apprentices successfully completed their programmes in 2025 – 2026, with seven securing employment with Wolverhampton Homes.

4.1.3 Two permanent employees completed apprenticeship-based professional study during the year, with a further four due to complete in 2026 – 2027.

4.1.4 Ongoing delays in training providers confirming End Point Assessment (EPA) dates due to the national shortage of assessors, continue to have a negative impact on both apprentices and the business.

4.1.5 Further detail is provided in **Appendix 3**.

4.1.6 The apprenticeship levy continues to fund training costs, with delivery supported by a range of providers, including Wolverhampton College, and flexible learning models including day/block release and virtual learning.

4.1.7 Recruitment to Trade roles is now aligned to apprenticeship completions, supporting progression into permanent employment.

4.1.8 A decision was taken in 2025 to pause new apprentice recruitment, continuing into the current financial year, to focus on:

- Supporting current cohorts, particularly those completing
- Reviewing resource allocation and workforce profiling
- Refreshing all apprenticeship programmes on offer.

4.1.9 WH remains committed to early-career talent development and intends to resume apprenticeship recruitment in due course.

4.2 Management trainees

4.2.1 Four Management trainees from the 2022 and 2024 cohorts continue their studies with sponsorship from Wolverhampton Homes:

- One is undertaking a Level 4 qualification at the Black Country Institute of Technology.
- Three are studying for a Batchelor’s degree in Construction Management at the University of Wolverhampton.

4.3 The REACH programme

4.3.1 The REACH programme, launched in May 2023, continues to provide structured early careers opportunities. In its first full year, five cohorts were delivered with three participants securing employment with WH.

4.3.2 In 2025 - 2026, the programme ran quarterly, with 29 young people successfully completing.

Activity	Number
Applications received	109
Invited to Open Day	58
Attended Open Day & interviewed	36
Offered a place on programme	32
Commenced on programme	29
Completed programme	29

4.3.3 Conversion from application to attendance at open days and programme start remains a challenge, reflecting wider societal factors and highlighting an ongoing opportunity to strengthen engagement and pre-programme commitment.

4.4 T levels

4.4.1 T levels are a vocational qualification equivalent to three A levels, combining classroom learning with industry experience to support progression into employment, further study, or apprenticeships.

4.4.2 With a core component of a minimum 45 day industry placement, WH has supported one T level placement during the year.

4.4.3 Opportunities to expand this provision are being explored in partnership with Wolverhampton College for the next academic year.

4.5 School work experience programme (WEX)

4.5.1 WH has refreshed its work experience programme for school students, with a revised offer designed to improve structure, engagement and alignment with organisational priorities, and is preparing for launch in summer 2026.

4.6 Mentors and buddies

4.6.1 The Early Careers team would like to formally thank every employee who has mentored and buddied a young person during the past year; WH's early careers programmes would not be as successful as they are without the patience, support and leadership shown by the people selected to have a young person with them.

5.0 Key highlights – Talent attraction and recruitment

5.1 Talent attraction and recruitment transferred from HR to L&OD in March 2024, alongside the implementation of the new Applicant Tracking System (ATS) procured as part of the organisation's membership of WM Employers.

5.2 In line with our commitment to delivering high-quality services and meeting regulatory expectations, recruitment activity has continued to focus on strengthening operational capacity and supporting service delivery.

5.3 Appointments have been made across frontline and corporate roles, with a continued emphasis on values-based recruitment and customer-focused behaviours to support service quality and organisational culture.

5.4 During 2025 – 2026, the organisation made **40 new appointments** (37 new hires and 3 conditional offers pending apprenticeship EPAs) across a diverse range of roles, including key positions in compliance, housing management, and property services.

5.5 Recruitment is delivered through an in-house, values-based model, led by the Talent Attraction & Resourcing Specialist, providing greater control, consistency and alignment with organisational objectives. Key performance data is summarised in the table below:

Activity	Number
Adverts posted	39
Complete applications received	1,028
Variance in completed applications received from 2024/25	-76%
Candidates shortlisted for interview	73
Appointed	37

5.6 Recruitment activity also supported equality, diversity, and inclusion objectives across new hires:

- 38% identifying as female
- 62% identifying as male
- 28% from ethnic minority backgrounds
- 8% disclosing a disability

5.7 The age profile of new hires reflects a balanced mix of early-career and experienced professionals:

- 32% aged 25-34
- 32% aged 35-49
- 3 % aged 40-49
- 11% aged 50-65

6.0 Future priorities

6.1 **Business focus**

6.1.1 Future L&OD priorities will continue to focus on strengthening workforce capability in digital transformation, regulatory compliance and inclusive service delivery, with increased emphasis on data-driven decision-making and skills to support tenants.

6.1.2 A continued focus will be placed on delivering people and talent activity efficiently, ensuring value for money and alignment with organisational priorities and regulatory expectations.

6.1.3 In preparation for regulatory changes, including the Competence and Conduct requirements effective October 2026, key areas of focus will include:

- developing agile and resilient leadership capability
- maintaining compliance and health and safety training, including new legislation (e.g. Awaab's Law, Decent Homes updates)
- strengthening digital skills and data literacy
- introducing professional qualification pathways

6.1.4 Training and skills matrices will be refreshed, with a full re-scoring exercise planned for Q1 2026–2027. Insights from this analysis will inform targeted, high-impact learning interventions to address identified capability gaps.

6.2 Efficiencies

6.2.1 Activity to improve efficiency, reduce waste, and maximise value for money includes developments such as building internal training capacity through accredited in-house manual handling and working at height trainers. This reduces reliance on external provision, with a one-off accreditation cost (£1,200 for two delegates) compared to recurring external delivery costs (£650 per session).

6.2.2 Further efficiencies will be explored in other areas, subject to risk assessment and compliance considerations.

6.3 Human resource management skills development

6.3.1 Managers and supervisors play a critical role in shaping the employee experience, delivering services, and embedding organisational values. Beyond overseeing day-to-day operations, they are often the first point of contact for employees and are instrumental in implementing HR policies on the ground.

6.3.2 Strengthening HR management capability supports more effective recruitment, performance management, employee development, and conflict resolution, while ensuring legal compliance and consistency in practice.

6.3.3 The new blended "HR for people managers" programme launched in Q4 2025 – 2026, following a successful pilot earlier in the year. The programme is designed to:

- equip managers with practical tools to manage people issues confidently
- reduce reliance on HR support
- improve quality and consistency of documentation and decision-making

- support effective delivery of formal processes
- build peer support through a manager network

6.3.4 The programme has been developed in-house using internal expertise, avoiding external costs of approximately £35,000 and demonstrating a strong focus on value for money.

6.4 Support from Board

6.4.1 As the sector faces increasing pressures around sustainability, affordability and regulatory compliance, continued investment in workforce development will be critical to maintaining performance and delivering innovation.

6.4.2 The Board plays a key role in championing a strong learning culture ensuring that investment in people is aligned to strategic priorities and delivers measurable outcomes for residents, communities and organisational performance.

7.0 Impact, evaluation, and financial/value for money (VFM) implications

7.1 Delivery methodology

7.1.1 Bespoke learning interventions are designed and delivered in-house in collaboration with subject matter experts, ensuring relevance to organisational priorities (e.g. housing and regulatory training, HR for managers).

7.1.2 A blended delivery model is used wherever appropriate, reducing operational disruption, travel time and direct costs while maintaining accessibility.

7.1.3 For generic or accredited training requirements, local training providers are utilised where possible, supporting both compliance and community value.

7.1.4 Strong in-house capability in eLearning design, systems training, and management of the My Learning Hub significantly supports value for money, reducing reliance on external providers and enabling scalable, flexible learning solutions.

7.2 Evaluation and feedback

7.2.1 Evaluation is central to ensuring L&OD activity delivers impact, supports continuous improvement, and demonstrates value for money.

7.2.2 All interventions are evaluated, with feedback informing ongoing improvements.

7.2.3 Colleagues reported the following increases in knowledge, skills, and confidence for all soft skills and digital training (excludes DMC, Personal Safety, Working at Height, Suicide Awareness, and GROW):

- 42.1% increase in knowledge and skills
- 33.8% increase in confidence

7.2.4 Satisfaction levels remain consistently high across all delivery formats, with colleagues giving our learning programmes the following Net Promotor Scores (NPS):

- eLearning: 8.2/10 (8.3/10 in 2024 – 2025)
- NEC/digital training: 9.3/10 (9.5/10 in 2024 – 2025)

- All other in-house training, excl. NEC/digital training – 9.3/10 (9.5/10 in 2024 – 2025
- All other in-house training AND external training, excl. NEC/digital: 9.4/10

7.2.5 Overall, these results demonstrate that our learning programmes continue to deliver a consistently, high-quality experience across all forms of learning. Whilst there has been a slight dip compared to last year in some areas, satisfaction remains strong, with particularly high scores for NEC/digital and in-house training. This reflects the ongoing value and relevance of the L&OD team's offer to colleagues.

7.2.6 Further detail is provided in **Appendix 4**.

7.3 Cost efficiency and value for money

7.3.1 Developing eLearning content externally is costly, with industry benchmarks estimating up to £16,000 per hour of content. Delivering this capability in-house enables tailored, responsive learning while generating significant cost savings and operational efficiencies.

7.3.2 A number of bespoke learning products have been developed internally (e.g. *See it, Report it*, *Customer Service – Making a Difference*, *Managing Safely refresher*), avoiding substantial external costs. The *Housing & Regulation Essentials* programme alone would have cost in excess of £40,000 if procured externally.

8.0 Legal and regulatory implications

8.1 The Social Housing (Regulation) Act 2023 introduces strengthened requirements for the sector, including Competence and Conduct standards effective from October 2026. These place a statutory obligation on organisations to ensure all staff involved in housing management are appropriately skilled, competent and supported to meet enhanced regulatory expectations.

9.0 Human resources implications

9.1 Continued professional development of the L&OD team is essential to ensure the design and delivery of high-quality, fit-for-purpose interventions that meet organisational and regulatory requirements. This is supported through ongoing skills assessment within the Training and Skills matrices.

10.0 Health and safety implications

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

10.2 All REACH participants and T-level students on placement are issued with relevant uniform and PPE, where appropriate.

11.0 Equalities implications

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

11.2 An EIA was completed for the People & OD strategy 2023 – 2025 and the Head of People and the Head of OD presented to the Equalities Circle Forum.

12.0 Equality, Diversity and Inclusion activity and impact on customer

12.1 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.

13.0 Impact on the environment and community

13.1 Opportunities are actively promoted to local residents, supporting the Council's commitment to creating employment pathways and improving outcomes for young people across the city.

13.2 Investment in skills and development continues to benefit the local community by enhancing employability, supporting access to sustainable careers, and contributing to wider economic and social value.

14.0 Long term consequences for the company

14.1 L&OD activity strengthens Wolverhampton Homes' position as an employer of choice, enhancing its reputation within the city and supporting attraction and retention of high-quality talent.

14.2 Investment in customer skills and employability supports tenancy sustainment, improves financial resilience, and helps tenants adapt to changes in welfare provision, contributing to stronger communities and reduced organisational risk.

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

15.1 Delivering high-quality, fit-for-purpose people development aligned to Consumer Standards strengthens relationships with suppliers, customers and partners by improving workforce capability and the consistency and quality of service delivery.

16.0 Impact on Wolverhampton Homes' Management System

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

17.0 List of Appendices

17.1 Appendix 1: Digital learning

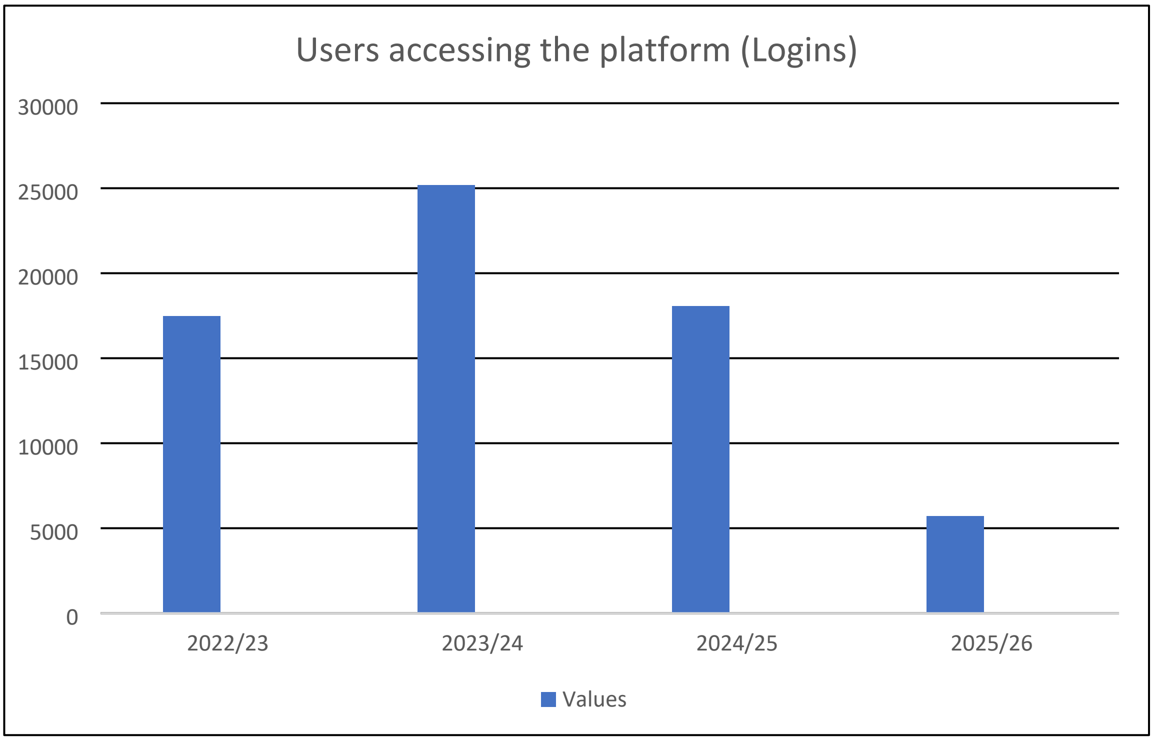
17.2 Appendix 2: Face-to-face / virtual learning

17.3 Appendix 3: Apprenticeship programmes

17.4 Appendix 4: Evaluation results

Appendix 1: Digital learning

Graph 1: MLH unique log in activity year-on-year



Graph 2: Time spent (hours) completing digital learning on MLH year-on-year

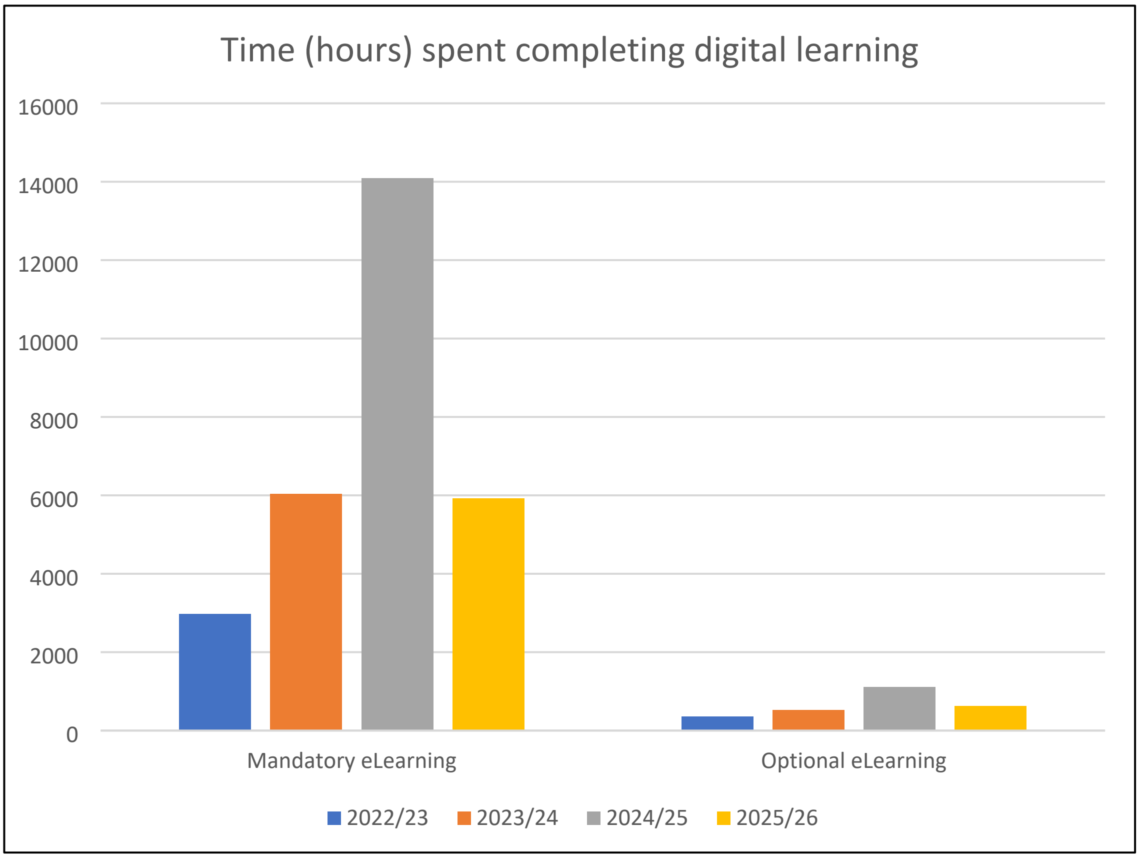
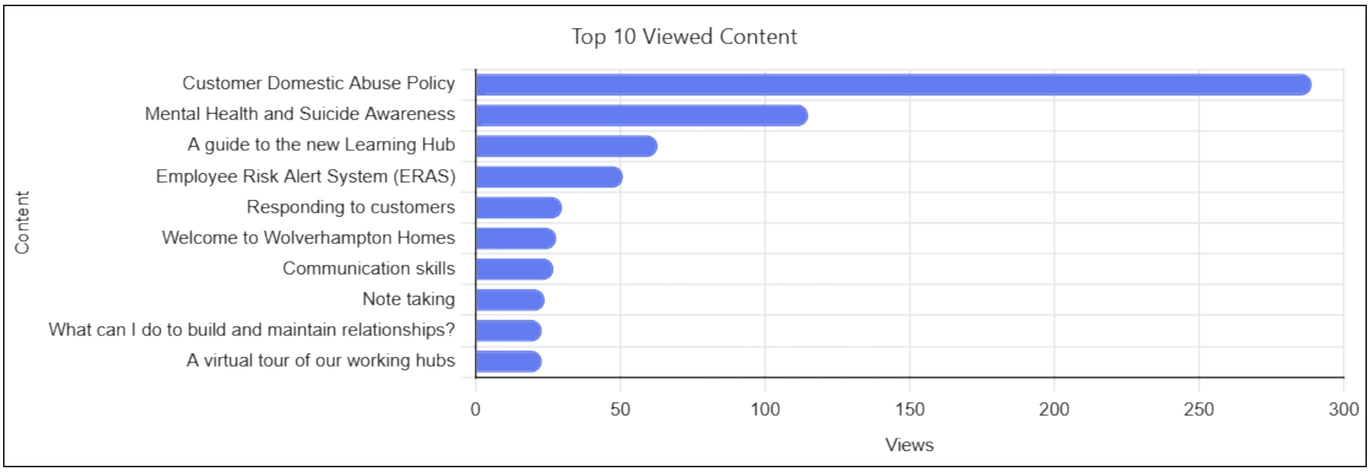


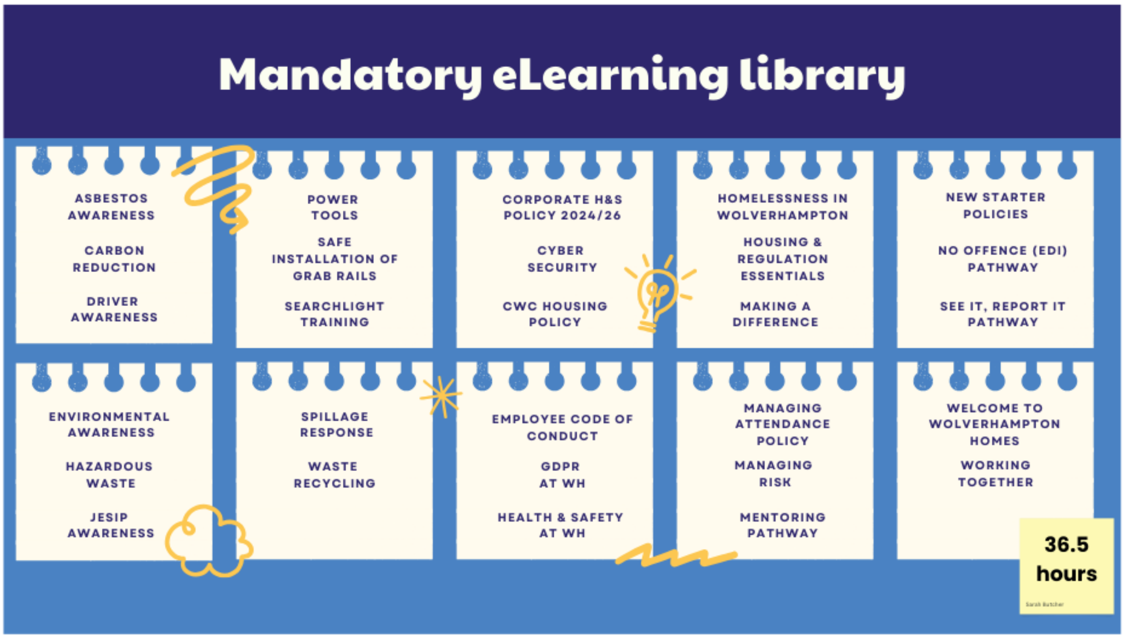
Table 1: Top 10 content (by views)



Bottom 10 content (by views)

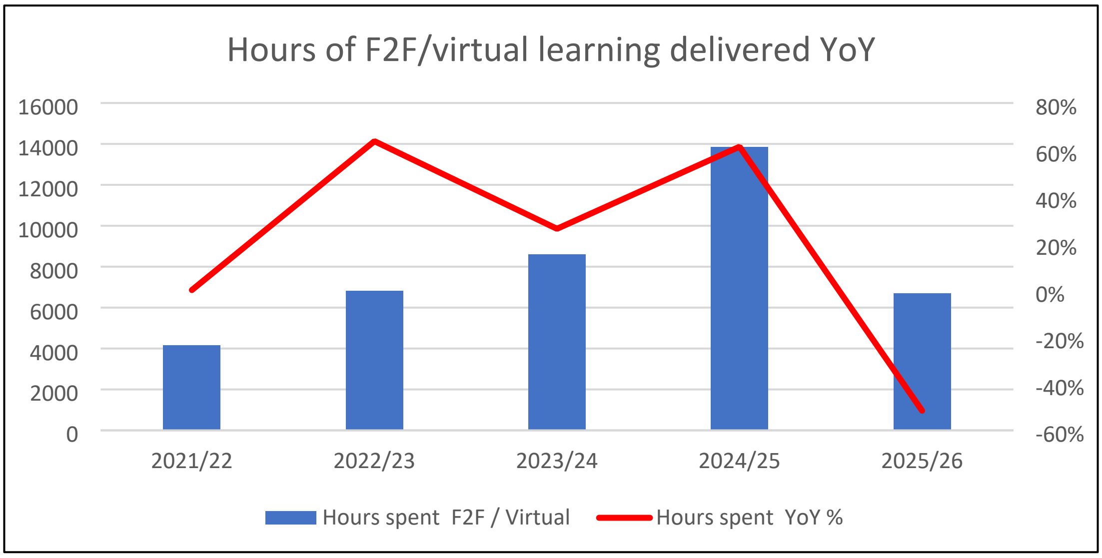
- iPad – Accessing SharePoint
- The power of confidence
- Time management for managers
- What should I focus on when I'm preparing a presentation?
- Microsoft Project – Task Planning Demo
- Searchlight training pack
- 10 tips on working with a consultant
- Use of visuals quiz
- Values & Behaviours
- Agresso – Amending payment information

Mandatory eLearning catalogue



Appendix 2: Face-to-face / virtual learning

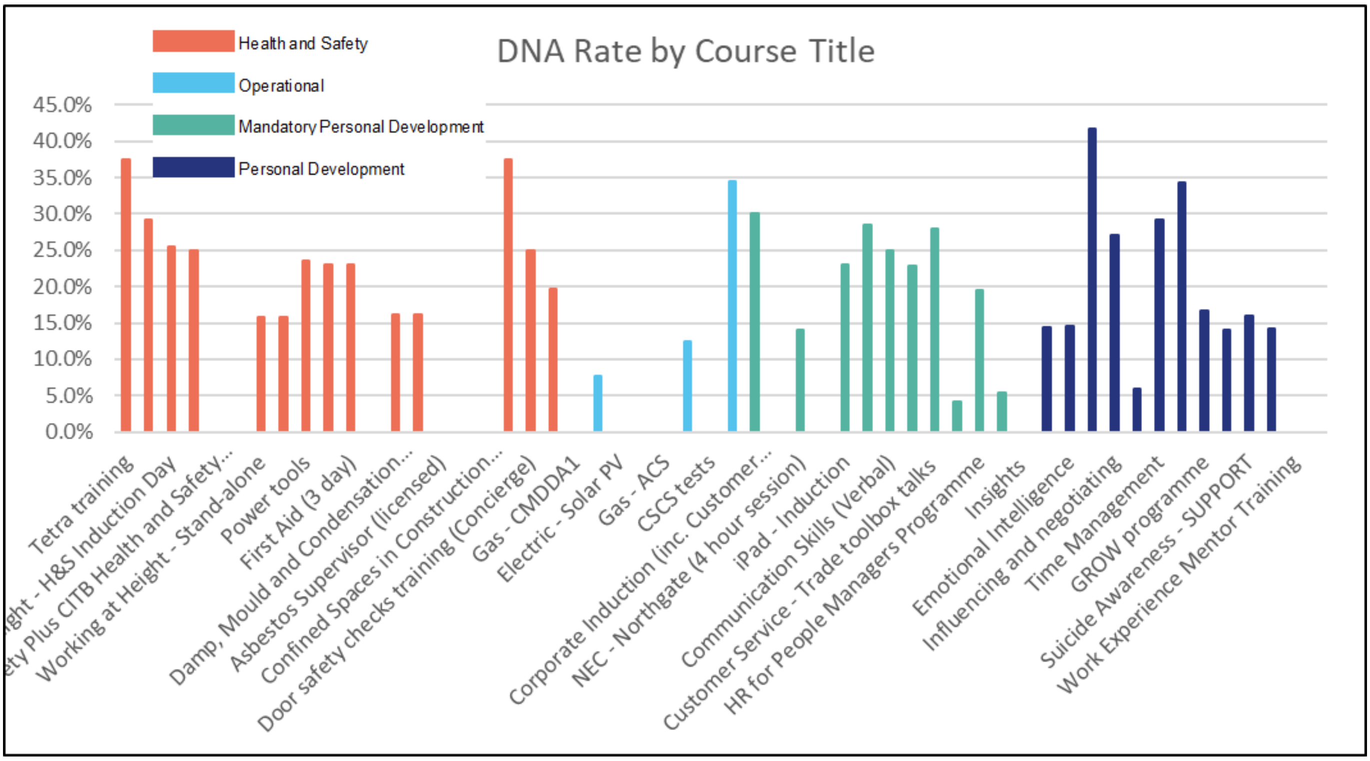
Graph 3: Hours of face-to-face / virtual learning delivered year-on-year



- **Blue bars =** Total hours delivered each year
- **Red line =** Year-on-year percentage change, highlighting significant growth in 2022/23 (**63.7%**) and 2024/25 (**61.3%**) and a sharp decline in 2025/26 **(-51.6%**).

Graph 4: Non-attendance

The no-show data suggests that while most courses maintain relatively low non-attendance rates, a few outliers significantly impact the overall average. The bar chart shows no-show rates by course title, grouped by training type category:



Key insights:

- Top risk courses (>35% DNA):
    - Dealing with conflict (~42%)
    - Tetra (~37%)
    - Fire Safety (Concierge) (~38%)
    - TPGo (~35%) stands out as a significant business-impacting DNA issue

- Lowest (near zero) DNA:
    - Compliance courses (Fire Marshal, Asbestos, CITB, SMSTS)

- Pattern:
    - Mandatory/compliance → very low DNAs
    - Operational + behavioural → highest DNAs
    - Induction → consistently ~25–30%

- Induction cluster:
    - Most Induction courses sit tightly between 25-30% DNA
    - Suggests scheduling issue and changes to start dates rather than course-specific

Table 2: Detailed breakdown of courses delivered by category

Category:	Course title:	Duration (hours):	Big 7:	Total attendance:	Total non-attendance:	Total hours:	DNA Rate
Health and Safety	Tetra training	3		20	12	60	37.5%
Health and Safety - Induction	Health, Safety & Alert Training - H&S Induction Day	0.5		17	7	8.5	29.2%
Health and Safety - Induction	Working at Height - H&S Induction Day	2.5		38	13	95	25.5%
Health and Safety - Induction	Manual Handling - H&S Induction Day	3		54	18	162	25.0%
Health and Safety	Site Safety Plus CITB Health and Safety Course	7		2	0	14	0.0%
Health and Safety	Site Manager Safety Training Scheme	8		2	0	16	0.0%
Health and Safety	Working at Height - Stand-alone	3		48	9	144	15.8%
Health and Safety	Health, Safety & Alert Training (Do not book onto past 14/10/25)	1.5		13	4	19.5	15.8%
Health and Safety	Power tools	1.5		4	0	6	23.5%
Health and Safety	Emergency First Aid	7		10	3	70	23.1%
Health and Safety	First Aid (3 day)	21		2	0	42	23.1%
Health and Safety	Fire Marshal	4		11	0	44	0.0%
Health and Safety	Damp, Mould and Condensation awareness	2	DMC	26	5	52	16.1%
Health and Safety	Asbestos Awareness (licensed)	7.5	Asbestos	4	0	30	16.1%
Health and Safety	Asbestos Supervisor (licensed)	7	Asbestos	4	0	28	0.0%
Health and Safety	Asbestos Manager (licensed)	7.5		1	0	7.5	0.0%
Health and Safety	Confined Spaces in Construction Introduction	7		9	0	63	0.0%
Health and Safety	Fire Safety training (concierge)	2		5	3	10	37.5%
Health and Safety	Door safety checks training (Concierge)	2		18	6	36	25.0%
Health and Safety	Personal Safety	3		342	84	1026	19.7%
	Running total:			630	164	1933.5	16.6%

Category:	Course title:	Duration (hours):	Big 7:	Total attendance:	Total non-attendance:	Total hours:	DNA Rate
Operational	Gas - CMDDA1	7.5	Gas	5	0	37.5	0.0%
Operational	Gas - water regulations	7.5	Gas	24	2	180	7.7%
Operational	Electric - Solar PV	28	Gas	5	0	140	0.0%
Operational	Gas - Unvented	7.5	Gas	7	0	52.5	0.0%
Operational	Gas - ACS	28	Gas	7	0	196	0.0%
Operational	Door Closer (Theory & Practical) Rutland	3	Fire	21	3	63	12.5%
Operational	CSCS tests	0.75		5	0	3.75	0.0%
Operational	TPGo Order/TPGo Mobile	1.5		76	40	114	34.5%
	Running total:			150	45	786.75	6.8%

Category:	Course title:	Duration (hours):	Big 7:	Total attendance:	Total non-attendance:	Total hours:	DNA Rate
Mandatory Personal Development	Corporate Induction (inc. Customer service & Insights)	7		21	9	147	30.0%
Mandatory Personal Development	NEC - DMS	1.5		4	0	6	0.0%
Mandatory Personal Development	NEC - Northgate (4 hour session)	4		67	11	268	14.1%
Mandatory Personal Development	NEC - Northgate (full day)	6		6	0	36	0.0%
Mandatory Personal Development	iPad - Induction	3		10	3	30	23.1%
Mandatory Personal Development	Communication Skills (Written)	3.5		5	2	17.5	28.6%
Mandatory Personal Development	Communication Skills (Verbal)	2		6	2	12	25.0%
Mandatory Personal Development	Customer Service - Make a Difference	3		27	8	81	22.9%
Mandatory Personal Development	Customer Service - Trade toolbox talks	3		181	70	543	27.9%
Mandatory Personal Development	ILM level 5 BP accreditation	3.5		23	1	80.5	4.2%
Mandatory Personal Development	HR for People Managers Programme	7		29	7	203	19.4%
Mandatory Personal Development	Procurement Act 2023	3		70	4	210	5.4%
Non-mandatory Personal Development	Insights	2		6	0	12	0.0%
Non-mandatory Personal Development	Insights Programme	14		71	12	994	14.5%
Non-mandatory Personal Development	Emotional Intelligence	3		53	9	159	14.5%
Non-mandatory Personal Development	Dealing with Conflict	3		42	30	126	41.7%
Non-mandatory Personal Development	Influencing and negotiating	3.5		43	16	150.5	27.1%
Non-mandatory Personal Development	Problem-solving and decision-making	7		32	2	224	5.9%
Non-mandatory Personal Development	Time Management	3		17	7	51	29.2%
Non-mandatory Personal Development	Embracing Change	3		46	24	138	34.3%
Non-mandatory Personal Development	GROW programme	3		50	10	150	16.7%
Non-mandatory Personal Development	Suicide Awareness - SAFE	1.5		49	8	73.5	14.0%
Non-mandatory Personal Development	Suicide Awareness - SUPPORT	4		21	4	84	16.0%
Non-mandatory Personal Development	Advanced Excel	3		6	1	18	14.3%
Non-mandatory Personal Development	Work Experience Mentor Training	3		0	0	0	0.0%
Non-mandatory Personal Development	Laptop Induction / Workshop	4		16	0	64	0.0%
	Running total:			901	240	3878	16.5%

Table 3: NEC – Housing and DMS training activity delivered year on year: most notably in the last year, over half of attendees were colleagues from the City Council and the TMOs.

Year	Attendees	Sessions	Non-WH	% Non-WH
2021/22	7	1	0	0%
2022/23	110	46	7 sessions	15%
2023/24	90	52	12 sessions	23%
2024/25	111	56	18 sessions	32%
2025/26	77	47	43 attendees	56%
Total	**395**	**202**	**37**	

Appendix 3: Apprenticeship programmes

1: Apprentices on programme

	2021	2022	2023	2024
Trades	4	2	3	4
Office	0	0	4	0

2: Permanent employees completing professional study via apprenticeship route

Apprenticeship Standard	Number
Fire Safety Inspector (Level 4)	4
Construction, Design & Build Technician (Level 4)	5

3: Apprentice completions achieved during 2025/26

Apprenticeship Standard	Number
Level 3 Safety, health & environment technician	1
Level 3 Business Administration	3
Level 3 Plumbing and domestic heating technician	1
Level 2 Roofing	1
Level 2 Property Maintenance	2
Level 2 Bricklaying	2

4: Apprentice completions expected during 2026/27

Apprenticeship Standard	Number
Level 3 Installation and maintenance electrician	2*
Level 3 Plumbing and domestic heating technician	6**
Level 2 Plastering	1

* One is an overdue EPA from 2025/26 completion

** Three are overdue EPAs from 2025/26 completion

5: Permanent employees completing apprenticeships during 2025/26

Apprenticeship Standard	Number
Level 5 Learning & Development Consultant Business Partner	2

6: Permanent employees completing apprenticeships during 2026/27

Apprenticeship Standard	Number
Level 4 Fire Safety Inspector	4

Appendix 4: Evaluation results

Table 4: Evaluation results by key workshops and programmes

Title	Increase in knowledge & skills	Increase in confidence
Customer service training	15.5%	7.7%
Dealing with conflict	21.8%	25%
Embracing change	50%	28.6%
Emotional intelligence	37.3%	23.2%
Influencing and negotiating	51.4%	67.8%
NEC	40%	31.3%
Problem-solving and decision-making	50.2%	33.4%
Team effectiveness programme	71.7%	55.8%
Time management	25%	25%
Verbal communication skills	20.1%	20.1%
Written communication skills	60%	12.5%
GROW	44.7%	59.2%

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