



Wolverhampton Homes

Open Board Meeting

18 June 2025

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

Membership

Mark Ansell
Councillor Paul Appleby
Victor Browne
Darshan Chatha
Councillor Sally Green
Ranjit Kaur
Christopher Lue
Councillor Zee Russell
Hannah Semple
Councillor Tersaim Singh
Matthew Tschubenko

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, WV11 1XU

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Agenda

Item No. *Title*

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of previous Open Board meeting - 26 March 2025** (Pages 3 - 8)
- 4 **Matters arising**
- 5 **Finance Director (Interim) - introduction - James Howse (Verbal)**

CITY OF WOLVERHAMPTON COUNCIL

- 6 **Flood Response Task and Finish - verbal update - Earl Piggott-Smith on behalf of Councillor Bateman**
- 7 **Tenant Satisfaction Measures - verbal update - Jenny Lewington, Deputy director of City Housing**

FOR POLICY APPROVAL

- 8 **Discretionary Compensation Policy - Ian Gardner, Director - Property Services** (Pages 9 - 22)

FOR INFORMATION

- 9 **Wolverhampton Homes - Complaints Report 2024 - 2025 - Nicky Devey - Head of Business Services** (Pages 23 - 30)
- 10 **Annual Workforce Equality Monitoring report 2024 - 2025 - Emma Rolinson, Head of People** (Pages 31 - 54)
- 11 **Learning and Organisational Development Annual update 2024 - 2025 - Sarah Butcher, Head of Talent, Communications and Engagement** (Pages 55 - 84)

M I N U T E S



Meeting: Open Board Meeting
Date: 26 March 2025
Venue: The Boardroom, Wednesfield Office, Alfred Squire Road,
Wednesfield, WV11 1XU
Time: 09:30 – 11:00

MEMBERS IN ATTENDANCE: -

Councillor Rita Potter	-	Board member (Councillor) – Board Chair
Councillor Paul Appleby	-	Board member (Councillor) – part attendance
Councillor Sally Green	-	Board member (Councillor)
Councillor Zareena Russell	-	Board member (Councillor)
Mark Ansell	-	Board member (Independent)
Ranjit Kaur	-	Board member (Independent)
Victor Browne	-	Board member (Tenant)

STAFF IN ATTENDANCE: -

Shaun Aldis	-	Chief Executive
Angela Barnes	-	Director - Homes and Communities
Ian Gardner	-	Director - Property Services
Julie Haydon	-	Director - Corporate Services (Company Secretary)
Emma Rolinson	-	Head of People
Jackie Wilkinson	-	Executive Assistant (minutes)
Nicky Devey	-	Head of Business Services

STAFF IN ATTENDANCE – CITY OF WOLVERHAMPTON COUNCIL: -

Jenny Lewington	-	Deputy Director of City Housing
Justine Oliver Ward	-	Housing Governance Officer

EXTERNAL ATTENDEES:

Thomas Woodhead	-	Grant Thornton, External Auditors
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OBSERVERS WOLVERHAMPTON HOMES

Anne Hermann	-	Solution Analyst / Developer
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Jasvin Kaur	- Business Administration Apprentice
Sharon Payne	- Tenancy and Leasehold Officer
Victoria Rogers	- Early Careers Coach

1.0	Apologies	
1.1	<ul style="list-style-type: none"> - Christopher Lue – Tenant Board Member - Darshan Chatha – Independent Board Member - Hannah Semple – Independent Board Member - Mathew Tschubenko – Tenant Board Member 	
2.0	Declarations of Interest	
2.1	<ul style="list-style-type: none"> - Victor Browne – Tenant Board Member 	
2.2	Noted: No specific conflict of interest identified.	
3.0	Minutes of previous Open Board Meeting – 11 December 2024	
3.1	Minutes of the previous meeting agreed as a true record.	
4.0	Matters arising	
4.1	No items raised.	
External Audit Items		
5.0	Audit Plan for year ending 31 March 2025 - James McLarnon, Grant Thornton	
5.1	Update provided by Thomas Woodhead on behalf of James McLarnon.	
5.2	<p>Areas highlighted:</p> <ul style="list-style-type: none"> - Three significant risks identified consistent with previous year. <ul style="list-style-type: none"> o Risk of management override of controls o Revenue cycle includes fraudulent transactions, a rebuttable presumed risk because of the management fee which supports a limited ability for fraud o Valuation of pension fund net asset / liability. - Timescales - planning was completed in February 2025, fieldwork to commence July / August 2025, with draft for sign in September 2025 and final sign off December 2025. 	
5.3	Comments / questions – SA highlighted that CWC conduct internal audits and asked whether the outcome of these are shared with Grant Thornton.	
5.4	Grant Thornton confirmed they review the controls and a range audits, particularly where these are linked to significant risks. Grant Thornton Public Sector Team work closely with CWC to review the pension	


	<p>scheme, where there is a defined benefit scheme this will always be classified as a significant risk. WH liaise regularly with the Finance Manager at West Midlands Pension Fund for validation and assurance.</p> <p>Resolved: The content of the update and report were noted by Board.</p>	
For Decision		
6.0	Modern Slavery Statement - Emma Rolinson, Head of People	
6.1	Board were requested to approve the Modern Slavery Statement for Wolverhampton Homes in accordance with the Modern Slavery Act, Section 54, which requires WH to provide an annual statement. Subject to board approval, the document in Appendix 1 will be published on WH website and the Modern Slavery register.	
6.2	<p>Comments / Queries – Concerns were raised regarding the supply chain to confirm that WH monitors this through procurement mechanisms. Board queried whether individuals' details are checked in line with this process. The Director for Property confirmed that this is no longer monitored due to changes in GDPR; however, all WH partners have a statutory liability to monitor this and conduct checks. WH direct procurement is governed by the Service Level Agreement in place with CWC, who perform due diligence checks on all contracts. When subcontract procurement is undertaken by a partner, the WH Commercial Team oversees this process. It was agreed that this would be reviewed and included in the report, to ensure that relevant processes are in place to review and monitor this effectively.</p>	
6.2.1	<p>Action: Update the report to show the review and monitoring processes for suppliers' and subcontractors' compliance with the Modern Slavery Act, ensuring regular reviews.</p> <p>Resolved: Board Members approved the Modern Slavery Statement for Wolverhampton Homes</p>	ER
7.0	Revenue Budget Forecast 31 January 2024 - 2025 - Jo McCoy, Finance Business Partner	
7.1	Board was asked to approve virements to the value of £3.0 million as detailed in 2.4 - Table 1 and note the revenue budget outturn position for 2024 - 2025.	
7.2	<p>All work is undertaken in accordance with Our Future Council and budgets are scrutinised and reviewed. Efficiency savings have been identified for 2025 - 2026 with ongoing work being undertaken. Paper prepared in collaboration with Finance at CWC with this information shared with CWC.</p> <p>Resolved: Board approved virements to the value of</p>	

	£3.0 million as detailed in 2.4 - Table 1. Board noted the revenue budget outturn position for 2024 - 2025.	
8.0	Revenue Budget 2025 - 2026 and Medium-Term Financial Strategy update 2025 - 2026 to 2027 - 2028 - Jo McCoy, Finance Business Partner	
8.1	Board Members were asked to approve the Outline Revenue Budget for 2025-2026 and Medium-Term Financial Strategy for the financial year 2025-2026 to 2027-2028. Board Members were also asked to note that the budget has been prepared using the assumption that the virements proposed for approval in the Revenue Forecast report for Q3 2024-2025 (also on this agenda) are approved.	
8.2	The report details the challenges in terms of pressures prior to and during the year, identifying savings for both pay and non-pay in year and carried forward to the 2025 -2026 forecast. WH have produced a balanced budget prioritising services to identify further efficiencies. Regular sessions will continue with CWC and Joint Leadership Team with a focus on budgets and savings.	
8.3	Comments / questions – Board queried whether WH anticipate delivering a balanced budget moving forward. WH confirmed it is the intention of the company to budget and deliver within the proposed management fee. Savings and efficiencies are managed through the OFC Programme and regular meetings take place with CWC Finance, via Resources and Financial Assurance Group (RAFAG) to monitor and review where savings and efficiencies can be made, and planned savings monitored.	
8.4	CWC confirmed the efficiencies highlighted in Section 5.4 of the report for future financial years, WH will need to evidence have been considered. WH will provide suggested efficiencies for Board to consider against compliance, performance, etc. These will then be communicated to councillors for approval.	
8.5	Board queried whether degradation of services has been considered because of suggested efficiencies. WH agreed some services may need to change / cease or be done differently. Any potentially controversial decisions or impact on customers will require the support of the city, through the OFC Programme and potentially put in front of Cabinet for approval.	
8.6	Operationally WH are in a good position because of measures already taken, i.e. the introduction of the customer App to drive digital engagement. WH are balancing increased demand and expectations, for example DMC, new legislation and Awaab's Law and the impact on WH finances. Performance is currently good with WH performing better than many organisations in terms of for example, Income collection. WH will continue to prioritise finances, including spend activity. Larger	

8.7	<p>projects bring risks, i.e. Carbon Reduction, alongside managing and maintaining aging stock and responding to increased quality standards through consumer standards. As contracts approach renewal WH will work to ensure they are as competitively priced as possible.</p> <p>Board queried the financial impact on CWC of taking back the HIA and Homelessness function from WH. WH confirmed there is a funding stream of circa £1m to support these services and WH do not expect to realise any significant savings from this, although there will be some. Staff are subject to the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) transfer to CWC as at 01 April 2025. CWC confirmed these services are funded separately largely by the general fund and DFG. This transfer was approved at Cabinet in December 2024 with the aim to create a joined-up service including a housing advice front door. This may result in a small efficiency to the HRA. All staff who transfer will be salary protected for 12 months, and the Homeless and Telecare teams have been advised of a potential restructure in the next 12 months. There is no intention to reduce staffing costs for these service areas.</p> <p>Resolved: Board Members approved the:</p> <ul style="list-style-type: none"> - Outline Revenue Budget for 2025-2026 - Medium-Term Financial Strategy for the financial year 2025-26 to 2027-28 <p>Board Members noted that:</p> <ul style="list-style-type: none"> - The budget has been prepared using the assumption that the virements proposed for approval in the Revenue Forecast report for Q3 2024-2025 also on this agenda are approved. 	
9.0	<p>Rents and Service Charge Annual Update - Wolverhampton Homes owned properties and Tidy Garden Scheme - Angela Barnes, Director - Homes and Communities</p>	
9.1	<p>Board members were asked to ratify the recommendation to increase rent charges, to be applied to 19 properties in the ownership of Wolverhampton Homes in line with the CWC increase of 2.7% and charges associated with tidy gardens scheme (no increase).</p>	
9.2	<p>Comments / questions - The Board asked whether WH had considered any potential changes proposed by the Government in the Spring budget in terms of WH forecast, such as alterations to PIP payments or Universal Credit (UC). WH confirmed that eligibility for benefits for customers in the 19 properties is beyond WH's remit but noted that WH would consider any support requirements regarding actions taken. WH mentioned that the migration of customers from Housing Benefit to UC created additional pressures on the Income team. WH highlighted that the Money Smart team works with customers to ensure payments are made, which contributed to the decrease in evictions from 29 last year to 17 this year. Neighbouring</p>	

9.3	<p>LAs have higher debts, exceeding 4% compared to WH's 1.88% debt. WH assured the Board that eviction is a last resort and WH follow an escalation process for arrears based on payment patterns etc., with many stages before any legal action. WH emphasised that eviction is not the default position and encouraged customers to contact WH immediately if there is a problem.</p> <p>Comments / questions: Board asked how WH manages risks for customers with a history of rent arrears and whether they monitor these customers to prevent future issues. WH explained that they use an enhanced pre-tenancy process and partner with support agencies when aware of previous tenancy issues. They also intervene early to monitor payments. Within four weeks of starting a tenancy, the Money Smart team contacts customers to ensure their benefits are in place, reducing risks for both parties.</p> <p>Resolved: Board members ratified the recommendation that the following recommendations:</p> <ul style="list-style-type: none"> - To increase in rent charges to be applied to property in the ownership of Wolverhampton Homes - That there is no increase to the charge associated with the provision of the Tidy Garden scheme. 	
10.0	A.O.B.	
10.1	No items raised.	
10.2	Date of next meeting 18 June 2025	

Board Report

	Agenda Item 8
	18 June 2025 Discretionary Compensation Policy
	Open Report
Status:	For Policy Approval
Author and job title:	Ian Gardner – Director Property Services
Contact No:	07971 021420
Recommendations:	Board Members are asked to approve the updated Discretionary Compensation Policy.
Key risks and contentious issues:	<ul style="list-style-type: none"> • The company can receive complaints from customers arising from a service failure or loss of amenity. • The company must respond to complaints empathetically and recompense customers for any genuine impact or inconvenience in a fair and equitable manner. • High levels of compensation payments can impact on service delivery budgets and therefore increase the risk of future service failures. • The company may be vicariously liable for the omissions or failures leading to injury, death or disease of an employee or contractor engaged or managed by Wolverhampton Homes. • Some colleagues may require additional training to meet the requirements of new Building Safety legislation and Awaab's Law.

Management Summary

1.0 Purpose

- 1.1 The policy sets out a consistent methodology for compensation payments, supports Wolverhampton Homes (WH) governance and assurance framework, the Wolverhampton Homes Complaints Policy and our approach to creating positive customer experiences and outcomes.

2.0 Background

- 2.1 The current Discretionary Compensation Policy was implemented in 2021 and is now scheduled for review.
- 2.2 The draft policy has also been reviewed in consultation with service managers and has been benchmarked with similar sized housing organisations. The draft policy has been reviewed by WH's Customer Involvement Panel and the Equalities Circle Forum.
- 2.3 The final proposed policy aims to:
- seek to resolve complaints to the satisfaction of the customer, by providing flexible and proportionate financial compensation, where appropriate
 - follow the Housing Ombudsman Guidance for Landlords, [Compensation policy | Housing Ombudsman](#)
 - mitigate the need for the customer having to resort to the Housing Ombudsman or Regulator of Social Housing (RSH) to seek a remedy
 - apply the offer of compensation fairly and with each individual case being considered on its own merit
 - apply discretion, while promoting consistency
- 2.4 The proposed policy (see Appendix 1) includes a number of updates, summarised below:
- a. Setting out the roles and responsibilities of the Customer Resolution Team
 - b. Promoting early resolution
 - c. Incorporating updated Housing Ombudsman Guidance
 - d. Defining the circumstances when compensation payments can be considered
 - e. Confirming payment arrangements should a customer be in arrears or have other sundry debts
 - f. Defining compensation levels for service failure or disruption

3.0 Financial and value for money implications

- 3.1 There are no direct financial implications arising from the revision of this policy, as payments are anticipated to be broadly similar or will reduce as service quality enhances through learning from complaints, and our knowledge and information management improves.

4.0 Legal and regulatory implications

- 4.1 This policy contributes to the company fulfilling its legal obligations under the Council's Tenancy Agreement, Social Housing (Regulation) Act 2023, Regulator for Social Housing Consumer Standards and Housing Ombudsman Guidance. It takes account of the Council's Complaints Improvement Plan and required outcomes.

5.0 Human resources implications

- 5.1 There are no direct HR implications arising from the introduction of this policy; however, some colleagues may require additional training to meet the requirements of the revised policy for which there is training available,

6.0 Health and safety implications

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

7.0 Equalities implications

- 7.1 An Equalities Assessment (see Appendix 2) has been completed and was peer reviewed and endorsed by the Equalities Circle Forum (ECF) on 02 June 2025.
- 7.2 No adverse effects towards any equality groups were identified and no corrective actions were recommended.

8.0 Impact on the environment and community

- 8.1 No significant environmental or community impacts are anticipated by implementing this policy.

9.0 Long term consequences for the company

- 9.1 Implementing this policy will balance customers' priorities, within available budgets, and ensures compliance with relevant regulatory standards.

10.0 Impact on business relationships with suppliers, customers and others

- 10.1 No adverse impacts on external stakeholders are anticipated by implementing this revised policy. The company continues to develop from learning implemented across the business, from complaints raised.
- 10.2 The policy will be regularly reviewed to ensure it continues to meet the needs of its customers, with opportunities to enhance service standards being considered where reasonably practicable and within available budgets.

11.0 Impact on Wolverhampton Homes' Management System

- 11.1 Once approved, the policy will be available to all colleagues via WHMS.
- 11.2 If approved by Board members, the updated document(s) will be available on the management system by:

Date: 01 July 2025

Officer responsible: Ian Gardner

12.0 List of Appendices

- 12.1 Appendix 1: Draft Discretionary Compensation Policy 2025 - 2028

Appendix 1

Draft Discretionary Compensation Policy

2025 - 2028

Monitoring and review

Document owner	Approved by	Effective date	Review date
Director – Property Services	Wolverhampton Homes Board	TBC	TBC
Ian Gardner			

Document History

Version	Summary of changes	Document Status	Date
V1.0	Policy review	Draft	May 2025

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- 1.0** Introduction and aims
- 2.0** Purpose and scope
- 3.0** Statement of intent
- 4.0** Discretionary compensation payments
- 5.0** Roles and responsibilities
- 6.0** Interdependencies and related policy
- 7.0** Equality Impact Assessment
- 8.0** Exemptions
- 9.0** Associated procedures – compensation levels

1.0 Introduction and aims

- 1.1 This policy supports Wolverhampton Homes (WH) governance and assurance framework, the Wolverhampton Homes Complaints Policy and our approach to creating positive customer experiences and outcomes.
- 1.2 WH is committed to consistently providing excellent services to all our customers. We recognise that there are times when our service fails to meet the standards set by our Board. If we fail to meet our own service standards or provide an unsatisfactory service, we aim to put things right as quickly as possible, and this may involve paying compensation.
- 1.3 This policy aims to:
- Seek to resolve complaints to the satisfaction of the customer, by providing flexible and proportionate financial compensation, where appropriate
 - Follow the Housing Ombudsman Guidance for Landlords [Compensation policy | Housing Ombudsman](#)
 - Mitigate the need for the customer having to resort to the Housing Ombudsman or Regulator of Social Housing (RSH) to seek a remedy
 - Apply the offer of compensation fairly and with each individual case being considered on its own merit
 - Apply discretion, while promoting consistency
- 1.4 Where a service failing or a problem occurs, we will work with our customers to put this right as soon as possible. All cases will be assigned to a member of our specialist Customer Resolution Team (CRT) who will work with customers to resolve their complaint. Occasionally, the customer may have incurred avoidable significant inconvenience or may have incurred unnecessary costs as a result of the company's service failure. This policy provides a framework for the company to make a without prejudice discretionary payment or 'goodwill gesture' to redress any negative impact on the customer and other occupants.
- 1.5 Discretionary compensation and goodwill payments will normally only be made in exceptional circumstances and where significant inconvenience, or financial detriment has been incurred. Discretionary compensation or goodwill payments may also apply where there have been repeated service failures of a similar nature, that have caused frequent low-level inconvenience.
- 1.6 Swift intervention, effective rectification and a written apology for any service failures will be the principal methods of resolving customer complaints. We may also offer additional 'in kind' services as an alternative to financial redress, for example, undertaking additional decoration or minor repairs/works, that are not normally the Landlord's responsibility to undertake.

2.0 Purpose and scope

- 2.1 This policy sets out the grounds and basis upon which discretionary compensation may be awarded in relation to a service failure. In cases where our contractors or suppliers are found to be at fault, we will work with them on

the customer's behalf to identify solutions. This policy is applicable to all Wolverhampton Homes customers, including current or former tenants and Housing Applicants.

- 2.2 The policy does not apply to mandatory compensation, such as home loss or disturbance payments relating to improvement works.
- 2.3 Wolverhampton Homes aims to provide a high quality, consistent service in an open and accountable way that builds the trust and respect of all our customers. This includes putting things right and to issue reasonable levels of discretionary compensation as a result of a service failure.
- 2.4 The policy provides a framework that sets out the consistent, justifiable and transparent decision making process in circumstances where, without prejudice, discretionary payments or 'goodwill gestures' may be appropriate.

3.0 Statement of intent

- 3.1 Identifying root causes, implementing preventative actions and reviewing effectiveness will ensure the organisation improves and shapes its services with our customers' needs in mind. This approach also protects the company against reputational damage risk and the failure to meet its regulatory and legal obligations.

4.0 Discretionary compensation payments

- 4.1 Discretionary compensation or gesture of goodwill payments may be made where there is a serious or repeated service failure or damage to personal possessions, e.g. a broken ornament, scratched table, or a service failure that has led to small financial loss, e.g. additional energy use.
- 4.2 Relevant factors that may be considered when deciding the overall amount of discretionary compensation include (this list is not exhaustive):
 - Failure to comply with published service standards, such as poor or delayed complaint handling.
 - Repeated failure to meet target response times.
 - Extended or unreasonable period of loss of use of part of their home.
 - Repeated failure to follow policy or procedure.
 - Failure to provide a chargeable service.
- 4.3 The award of any discretionary payments does not prevent the customer from submitting a formal legal or negligence claim to Wolverhampton Homes and / or the City of Wolverhampton Council.
- 4.4 This policy does not affect any compensation payments awarded by the Housing Ombudsman.

4.5 Discretionary compensation or gesture of goodwill payments will not normally be considered where the loss or detriment is as result of:

- The fault of a third party not working on behalf of WH, e.g. utility provider or neighbouring resident
- Losses covered by a customers' own home contents insurance
- A situation caused by the customer, e.g. neglect/lack of action or wilful damage, failing to keep appointments, or them not acting in a tenant like manner
- Customer is subject to Legal proceedings by Wolverhampton Homes and / or the City of Wolverhampton Council
- Due to circumstances beyond WH's control e.g. severe weather, criminal activity, explosion, flood/leak, road traffic accident etc.
- Requests for repair or replacement of fixtures/fittings that are not the Landlord's responsibility
- Where access, with reasonable notice, has not been provided by the customer
- Planned loss of amenity, e.g. water service, passenger lifts etc.
- Legal fees from an unsuccessful disrepair or tribunal claim
- Claims for personal injury
- Loss of earnings or Leaseholders Rental Income
- Inconvenience or loss of earnings arising from emergency or responsive repairs
- Claims for loss of earnings to permit access for repairs, improvements or servicing
- Where WH has not acted negligently or without good intent
- Where an insurance claim has submitted alleging loss or negligent act by WH or its contractors

4.6 Any discretionary compensation or 'gesture of goodwill' payment, including that awarded by the Housing Ombudsman, will be made by BACS transfer to the customers nominated bank account. The payment may be offset against the customer's rent account if they are in arrears or against any outstanding sundry debt, following consultation with the Income Team.

4.7 The Board have delegated authority to officers to determine an appropriate level of discretionary or 'gesture of goodwill' payments. Payments should be supported with written evidence of financial loss or detriment where possible.

5.0 Roles and responsibilities

5.1 The Board, Senior Management and Senior Leadership Team all play a role in identifying dissatisfaction or service failure. They will ensure that any learnings or insight from complaints, recommendations from the Housing Ombudsman and compliments are recorded and reviewed.

5.2 All Wolverhampton Homes colleagues are expected to take ownership of customer dissatisfaction from the first instance and must aim to provide services that do not result in customer complaints or service failure.

5.3 Formal complaints will be investigated in accordance with the Wolverhampton Homes Complaints Policy.

6.0 Interdependencies and related policy

- Equality Act 2010
- Home Loss and Disturbance Payments
- Housing Ombudsman Service
- Localism Act 2011
- Regulator of Social Housing (RSH) Consumer Standards
- Right to Compensation for Improvements
- Right to Repair Regulations
- Social Housing (Regulation) Act 2023

7.0 Equality Impact Assessment

7.1 Wolverhampton Homes aims to provide a tailored approach and will consider any requests for a reasonable adjustment under the Equality Act 2010.

7.2 Any offer of discretionary compensation or 'gesture of goodwill' payment will be fairly assessed and with each individual case being considered on its own merit. The vulnerabilities of those affected will also be considered to establish if the level of payment should be adjusted to reflect any additional direct impact based on the personal circumstances of the customer, for example a service failure related to disability equipment being repaired causing additional severe inconvenience.

8.0 Exemptions

8.1 Wolverhampton Homes will make every effort to reduce inconvenience during repair works to customers' homes and surrounding communal areas. Repairs/works may require several diagnostic visits and a number of days access to conclude the matter. We will keep customers informed and advise of likely timescales and the expected number of visits it may take to complete the necessary works.

8.2 Wolverhampton Homes will not automatically issue discretionary compensation payments. These payments will be made following receipt of a complaint and subsequent investigation of the complaint. Only where it is identified there has been a service failure will a discretionary compensation or 'gesture of goodwill' payment be considered.

9.0 Associated procedures – compensation levels


9.1 Awards of discretionary compensation may be allocated outside of the set limits detailed below, where deemed appropriate by the Housing Ombudsman or Service Director.

Theme	Considerations	Compensation Limit
Service Failure Failure to meet a published service standard or commitment/ promise previously made to the customer	<p>Wolverhampton Homes will typically apologise and do our best to put things right as soon as possible.</p> <p>We should be flexible to attempt to resolve the complaint without financial redress where possible, e.g. be flexible with appointments outside normal operating hours.</p> <p>If the complainant has been particularly inconvenienced or we have taken excessive time to rectify an issue, discretionary compensation may be offered.</p>	£5 per day (delay) up to a maximum £50 per service failure
Goodwill <ul style="list-style-type: none"> • Distress and serious inconvenience • Poor communication • Unreasonable delay with resolving complaint 	<p>Where the company has failed to deliver a satisfactory quality service(s) within the scope of the Tenancy Agreement or statute or has provided incorrect or misleading information.</p> <p>Goodwill gestures may be made on a discretionary basis in cases of severe inconvenience, hardship or minor making good.</p>	Up to a maximum of £100 for Minor impact Up to a maximum of £200 for Major impact Up to a maximum of £300 for Severe impact
Loss of Amenity – Whole Property	<p>Where all habitable rooms are unusable, due to a HHSRS Cat 1 hazard being present in each, alternative temporary accommodation will be provided. If no suitable accommodation can be provided, a rent credit (calculated daily) will be provided until the kitchen, bathroom and necessary number of bedrooms become serviceable.</p>	Up to a maximum of four weeks rent

Loss of Amenity – necessary bedroom(s) and/ or living room	Where a required habitable room cannot be used, the total number of habitable rooms (excluding WC's; hallway, stores) will be divided by the current rent. Compensation will then be paid as a percentage of habitable room(s) unavailable.	Up to a maximum reduction of 30% rent
Loss of Amenity – kitchen / access to cooking facilities	Where the kitchen cannot be safely used for more than 24 hours, due to a HHSRS Cat 1 hazard being present, WH will consider paying an allowance to contribute towards the cost of meals and drinking water.	Up to a maximum daily contribution, not exceeding 30% of the daily rent charge.
Loss of Amenity – loss of washing/bathing facilities	Where the bathroom cannot be safely used for more than 24 hours, due to a HHSRS Cat 1 hazard being present, WH will consider paying an allowance to contribute towards the cost of travel and entry to alternative bathing facilities, i.e. leisure centre. WH will provide alternative toilet provision to ensure at least one toilet is available overnight. This may be a mobile or temporary toilet (suitable for the residents' vulnerabilities). No compensation will be payable for the period of using alternative temporary toilet facilities.	Up to a maximum daily contribution, not exceeding 30% of the daily rent charge.
Loss of Amenity – loss of electricity	Where the electricity supply to lighting or power sockets is not available to all floors (full loss) or a floor (partial loss). No compensation will be payable for any service disruption outside of WH control, e.g. metering, billing, local power cuts, etc.	Remedy exceeding one working day – Full loss - £10 per day, partial loss £5 per day.
Loss of Amenity – loss of heating and / or hot water (1 November – 30 April)	Where the entire heating system is inoperable, or where no hot water is available. No compensation will be payable for any service disruption outside of WH control, e.g. metering, billing, local power cuts or for individual rooms only that may be affected.	Remedy exceeding one working day - £10 per day.

Loss of Amenity – loss of heating and / or hot water (1 May – 31 October)	Where no hot water is available throughout the property.	Remedy exceeding three working days - £5 per day.
	<p>No compensation will be payable for any service disruption outside of WH control, e.g. metering, billing, local power cuts or for individual rooms only that may be affected.</p> <p>No compensation for loss of heating will be payable, unless the vulnerability of the tenant indicates significant inconvenience or impact, e.g. minimum temperature levels due to a medical condition and/or treatment.</p>	
Failure to provide a service which is subject to a service charge	No compensation will be payable where a reasonable alternative arrangement(s) to provide the service have been provided, e.g. alternative cleaning or grounds maintenance rota or where facilities have only been partially affected.	<p>If we fail to provide all elements of the service charged, compensation will be the amount equivalent to the cost charged for the service they did not receive. The amount will be deducted from the next years charges, and this will be provided to all those affected and not only any complainant.</p> <p>Compensation payments will not be made to individual households, as an alternative to the future years' credit/ adjustment.</p>

Board Report

	Agenda Item 9
	18 June 2025 Wolverhampton Homes – Complaints Report 2024 – 2025
	Open Report
Status:	For Information
Author and job title:	Nicky Devey, Head of Business Services
Contact No:	07773 192830
Recommendations:	Board members are asked to note the annual update on Complaint handling activity
Key risks and contentious issues:	<p>Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively.</p> <p>The Housing Ombudsman's Complaint Handling Code sets standards for how social landlords handle complaints from residents, ensuring a fair and accessible process. It became statutory on 01 April 2024, meaning all members of the Housing Ombudsman Scheme are legally bound to follow its requirements. The code aims to promote a positive complaints culture and ensure complaints are resolved promptly, with learning from complaints driving service improvements.</p>

Management Summary

1.0 Purpose

1.1 This report provides an overview of the complaints received and handled by Wolverhampton Homes in the year 2024 - 2025. It covers the following aspects in relation to the:

- number and type of complaints received.
- main themes and issues raised by customers.
- outcomes and resolutions achieved.
- service improvements implemented as a result of the complaints.
- enquiries that were not progressed as complaints and the reasons why.
- customer scrutiny of the complaints process.

2.0 Number and types of complaints received

2.1 Wolverhampton Homes is responsible for investigating and resolving complaints from its customers about the services it delivers - for example, communication, property condition and repairs, charges, and how as a company, it responds to antisocial behaviour that is affecting a resident(s) in their home.

2.2 Number and type of complaints received in the year 2024 - 2025:

- 524 complaints (415 Stage 1 and 109 escalated to Stage 2).
- This represents an increase from 2023 - 2024, where there were 318 complaints (261 Stage 1 and 57 escalated to Stage 2).

2.3 The breakdown of the Stage 1 complaints received by type is as follows:

Area	Number
Repairs	187
Tenancies	34
Lettings	31
Home Sales	28
Capital Works	22
Home Improvement Agency	22
ASB	19
Income	19
Homeless	15
Neighbourhoods	11
Stock Investment	7
Concierge	5
Compliance	4
Estate Services	4
Customer Services	4
Leasehold	1
Out of hours	1
Voids	1

3.0 Main themes and issues raised by customers

3.1 In relation to complaints received throughout the period, main complaint themes and issues raised were:

- Maintenance concern – property or garden
- Housing Circumstances
- Communication

4.0 Outcomes and resolutions achieved

4.1 Of the 415 Stage 1 complaints during 2024 – 2025 there were 109 escalated to Stage 2.

4.2 The complaints handled were responded to within the Housing Ombudsman complaints handling timescales once acknowledged was as follows:

- Stage 1 complaints - 99%
- Stage 2 complaints - 100%

4.3 The breakdown of the outcomes and resolutions achieved is as follows:

- Stage 1 complaints upheld or partially upheld - 187
- Stage 1 complaints related to Repairs - 111 of the above
- Goodwill payments made - £15,068 (in recognition of service failures)

5.0 Service improvements implemented as a result of the complaints

5.1 Wolverhampton Homes used the feedback and learning from the complaints to implement the following service improvements in the year 2024 - 2025:

- **Promoting use of My Account app** – to help manage customer expectation in relation to timescales and completion targets. Video produced to promote My Account.
- **Contract Management** – focused workstream with Contractors to address complaints (both in relation to Capital Works and Asset Compliance) We have:
 - increased our presence on estates to monitor the work of our contractors.
 - provided information outlining the schedules of work.
 - inspected areas of concerns.
 - door knocked to check customer satisfaction with the tidy garden service work.
 - planned a review of areas maintained by City of Wolverhampton Council and Wolverhampton Homes with possible changes planned where areas are adjacent.
 - tasked our Tenancy and Leasehold Officers with identifying areas of concerns when out on estates.

- improved colleague awareness of grounds maintenance schedules to assist with monitoring.
- **Customer Contact and Access** – enhanced approach to triage and first point of contact arrangements including additional training for call handlers, increased call monitoring. We are also increasing our use of text and email notifications to improve communication with customers. We have produced a Frequently Asked Questions document for use by Councillors to enable a timely first point of resolution to be offered rather than a member's enquiry being raised.
- **Data processes** – improved communication on Home Sales process to provide customers with up-to-date relevant information throughout the process.
- **Systems improvements** – in place and impending customer communication improvements to ensure the flow of information / notifications to customers are reflected within customer contact processes.
- **Record keeping** – improved record keeping ensuring customer data reflects activity and contact.
- **Making every contact count** – customer contact and access arrangements include the aim to resolve all contacts at the earliest point of contact.
- **Homeless Services** – prior to the transfer of services to the Council in April 2025 WH have:
 - completed a review of the homeless process.
 - improved the process so that customers now receive one duty call to capture all of the relevant information needed for a homeless application.
 - launched a pilot where those in need of temporary accommodation receive a same / next day face-to-face visit.
- **Repairs** - To ensure work is completed in a timely manner, we have improved our monitoring of orders raised for our contractors to complete repairs. We have also improved our monitoring of scaffolding erected at properties for repairs, to ensure it is only in place for as long as required. We have:
 - made improvements to record keeping and customer call backs including the implementation of a new record of inspection to provide customers with intended next steps following an inspection to assist with our communication and record keeping.
 - improved communication between planners and operatives via new electronic reports.
 - more closely monitored follow-on works and completed post-inspections to check quality.
 - improved coordination of roofing works.
 - implemented a service restructure to improve lines of responsibility.
 - implemented a new [Repairs and Maintenance Policy](#), including our approach to fencing works.

- our Planning team are working to ensure customers are kept informed.
- **Customer Voice** – regular attendance by the Customer Experience managers at the Customer Involvement Panel to gain feedback on the complaints process, customer information and correspondence.

6.0 Enquiries not progressed as complaints and reasons why

6.1 Wolverhampton Homes recorded 1022 enquiries that were triaged and resolved before becoming a complaint during 2024 - 2025 with the following outcome:

- Dealt with at first point of contact as a resolved issue
- Referred to service areas as service requests

7.0 Customer scrutiny of the complaints process

7.1 Customer Resolution sits as a standing agenda item at the Wolverhampton Homes Customer Involvement Panel (CIP). Updates are provided on complaints and service developments.

7.2 CIP are also engaged with to provide feedback on the review of the Persistent and Unreasonable Complaints policy / Complaints Policy in line with the expectations set out in the Housing Ombudsman Complaint Handling Code. The revised Complaints Policy for 2025 – 2026 will be presented to the next Communities and Service Delivery Committee for approval and will be subject to an updated EQIA as required.

7.3 The main activities and outcomes for tenant scrutiny are reported to the Communities and Service Delivery Committee, including where appropriate:

- complaints data and reports, including complaints feedback and satisfaction surveys.
- interviews and focus groups with the customers who made complaints, the staff and contractors who handled the complaints, and the external bodies who reviewed the complaints.
- Wolverhampton Homes will continue to review the recommendations of the Customer Involvement panel, to increase the awareness and accessibility of the complaints process, provide more options and support for making complaints, ensure consistency and fairness in the complaints handling and resolution, and monitor and report on the complaint's performance and outcomes.

8.0 Complaints Improvement Plan

8.1 The city council have developed a complaints improvement plan, which forms part of the process for WH in reviewing how customers view complaints, and how they report them to the company. Updates will be provided regularly to Board in terms of related activity.

9.0 Financial and value for money implications

- 9.1 There is continued approach to learning from complaints to embed service improvements, to reduce the occurrence of service failure and subsequent goodwill payments.

10.0 Legal and regulatory implications

- 10.1 A Board member responsible for complaints has been appointed in accordance with the requirements of the regulator, working with the member responsible for complaints at the City of Wolverhampton Council.
- 10.2 The complaints procedure must comply with the Housing Ombudsman's Complaints Handling Code 2024, which is required by all landlords following the passing of the Social Housing (Regulation) Act 2023.

11.0 Human resources implications

- 11.1 As part of their operational management duties, Managers will continue to monitor and encourage take up of the complaint training and take necessary action accordingly.

12.0 Health and safety implications

- 12.1 From a staffing, customer, and contractor perspective WH continues to work in line with the company's health and safety requirements.

13.0 Equalities implications

- 13.1 Has an equality impact assessment (EIA) been carried out? Yes.
- 13.2 Explanation: An equality impact assessment was completed.

14.0 Equality, Diversity and Inclusion activity and impact on customer

- 14.1 Work continues to review and understand the demographic application of customers particularly in relation to complaints received.

15.0 Impact on the environment and community

- 15.1 Working arrangements support the increased use of technology e.g. customer app, with system developments being progressed in relation to CRT data collection and process.

16.0 Long term consequences for the company

- 16.1 Managing complaints effectively that are received from our customers and using feedback to improve service delivery, builds trust with our customers.

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


- 17.1 Customer feedback is important in ensuring services are developed and improved to meet changing needs and demands, and to ensure learning is used to improve services.
- 17.2 Focus on a right first-time approach for customers whilst building resilience across the services including digital advances / service access that suits customer needs.

18.0 Impact on Wolverhampton Homes' Management System

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

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Board Report

	Agenda Item 10
	18 June 2025 Annual Workforce Equality Monitoring report 2024 - 2025
	Open Report
Status:	For Information
Author and job title:	Emma Rolinson, Head of People
Contact No:	07964 121484
Recommendations:	Board Members are asked to note the: <ol style="list-style-type: none"> 1. Key findings of the equality monitoring annual update. 2. Pay Gap update. 3. Equalities Circle Forum – outcomes achieved.
Key risks and contentious issues:	<p>Failure to inform Board members of Wolverhampton Homes Equality Profiles and current performance towards meeting Equality Targets.</p> <p>Where Wolverhampton Homes' employment profiles are not representative of the communities it serves, it may fail to provide services that meet community requirements. This could lead to claims under the Equality Act 2010.</p>

Management Summary

1.0 Purpose

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

- WH Equality Profile data for the year ending 31 March 2025 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 March 2025 Audit and Business Assurance Committee.
- A summary of the outcome achieved by the Equalities Circle Forum during the reporting period 2024 - 2025.

2.0 Background

- 2.1 Diversity in staff provides numerous benefits to the organisation, bringing a wealth of knowledge and life experience. It is important that WH works to improve the employment profile of the organisation in line with the communities that it serves.
- 2.2 WH has an excellent relationship with the city's Equality, Diversity and Inclusion (EDI) team. The Equality, Diversity and Inclusion action plan, sets out the work ongoing with quarterly updates provided to Communities and Service Delivery Committee.
- 2.3 There is a specific duty of the Equality Act 2010 placed on Wolverhampton Homes (WH) as a public body to report on and monitor employment practices and to collect and analyse data accordingly.
- 2.4 Appendix 1 details the year-end position of progress made towards meeting the current equality targets.
- 2.5 Monitoring data relating to these duties is attached at Appendix 2. The collection and presentation of the data has been improved through the development of a new PowerBi application.
- 2.6 An overview of how WH gender pay gap compared to other housing providers is located at Appendix 3.
- 2.7 Through the provision of the Equalities Circle Forum (ECF) an Equality Impact Assessment (EIA) is carried out to assess the impact of a change to services, or policy on individuals from protected groups and to demonstrate that WH has considered the aims of the Equality Duty as set out in the Equality Act 2010 which required public authorities to:
- Eliminate unlawful discrimination, harassment and victimisation.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

A summary of the equality impact assessments undertaken during 2024 - 2025 and associated outcomes is located at Appendix 4.

3.0 Overview of Key Findings

3.1 Workforce

3.1.1 WH employed 671 employees at the end of 31 March 2025.

3.1.2 The gender split remains on a similar trend as per the previous year. The 2021 Census shows that Wolverhampton is made up of 51.5% female residents and 48.5% male residents. WH workforce has a lower proportion of female employees than the city population at 37.7%, but above our target of 35%.

3.1.3 Percentage of the top 5% of earners who are female has increased to 35.14% from 34.21% in 2023-2024. This in part is due to an overall reduction in headcount of the workforce. The number of employees remains at 13 and below our target of 45% (17 employees).

3.1.4 The 2021 census reported the percentage of people who were identified as being disabled and 'limited a little' in Wolverhampton at 10.4% - our target of 12% is reflective of this.. The percentage of employees at WH with a disability remains above this target at 19.82% evidencing increased confidence of employees and new starters to disclose their disability status.

3.1.5 Our ethnic minority employees represent 25.78% of the workforce, showing a slight decrease (8 employees) from 26.16% in 2023 - 2024 taking us just under our target of 26%. The decrease can be attributed to a higher number of leavers than new starters during the reporting period. The ethnic diversity of the WH workforce remains less than the city population at 39.4% (Census 2021).

3.1.6 Percentage of the top 5% of ethnic minority earners is above our target of 14% for the second consecutive year at 16.22%. The number of employees remains unchanged from the last reporting period.

3.1.7 In respect of point 3.1.5 and 3.1.6 above, our equity and diversity planning incorporates the company's intention to recruit/promote in these areas.

3.1.8 The population in Wolverhampton was reported as being younger than the national average, with a median age of 38 years in comparison to the UK and England median of 40 years. While this is younger than the WH workforce median of 49, this is to be expected as people under the age of 16 were reported in the 2021 Census details but are not yet in the workforce.

With the exception of the youngest (16-24 years and mostly apprentices) and oldest (65+) age groups, the total number of employees in each age group increases with each increase in age banding and so the 55 to 64 year old age group continues to be the highest age group for the second consecutive year, closely followed by the 45 to 54 years old age group. This is to be expected as the age profile of people in employment increases nationally. WH is committed to adopting a more flexible approach to retirement and recognises the benefits to both employees and the organisation in retaining employees over normal retirement age.

3.1.9 Further information detailed in this report includes gender identity, marital status, religious belief, and sexual orientation. In each of these areas, the percentage of the workforce remains relatively unchanged.

3.1.10 On 16 April 2025 the Supreme Court handed down its ruling in *Women for Scotland v The Scottish Ministers*. The ruling was unanimous that the terms 'sex' and 'woman' in the Equality Act 2010 refer to biological sex and a biological woman and not the sex stated on a Gender Recognition Certificate. In the context of WH, 45 employees preferred not to disclose their gender identify with the remaining 626 employees disclosing that their gender is the same as birth. WH are waiting for a statutory code to be published by the Equality and Human Rights Commission (EHRC) following consultation which closes on 30 June 2025.

3.2 Recruitment

3.2.1 There were 4325 applicants for employment during the year, over double the number of applications received for a similar number of vacancies during the previous reporting period resulting in 81 appointments (both internal and external applicants).

3.2.2 There was a higher representation of male applicants than female applicants compared the previous two reporting periods where there were more female than male applicants. The decline in female applicants could be attributed to the increase in trades-based roles advertised, which are predominantly male oriented. The overall talent pool is shrinking, particularly in terms of skilled individuals in some areas, which can make it more challenging to attract diverse candidates.

3.2.3 There were 32% of applicants from ethnic minority groups, compared to 42% in the previous reporting period. There are more applicants choosing not to disclose their ethnicity which could be a factor affecting our diversity data. There was, with 27% of applicants from ethnic minority groups appointed - which is in line with the proportion of the existing workforce.

3.2.4 The highest age range of applicants during the reporting period was 50-65 years with 14% of applicants in the 18-25 age range contributing to the increase in this age range of the workforce overall (6.26%).

3.3 Promotions

- 3.3.1 There were 33 promotional opportunities during the year of which, 27.3% were female and 27.3% were employees from an ethnic minority group. This sees an increase in the promotion rate for employees from an ethnic minoring group which is now in line with the proportion of the existing workforce compared to 15.1% during the last reporting period.
- 3.3.2 There was also an increase this year compared to the previous reporting period in the promotion rate of the Under 25 age bracket. This is due largely to career development opportunities including Apprentices gaining qualified positions.

3.4 Starters

- 3.4.1 There were 40 starters (appointed externally) this year, a decrease from 93 during 2023 - 2024. Approximately half of the total number of appointments (81) being filled by existing employees due to the Company's commitment to provide career opportunities and advertise vacancies internally in the first instance.
- 3.4.2 Due to the higher representation of male applicants this year we have also seen an increase in the number of new starters who were male (70%).

3.5 Leavers

- 3.5.1 Overall, for 2024 – 2025 there was an increase in the total number of leavers at 61 of which 39.3% were female and 31.1% were from an ethnic minority group. The end of year voluntary turnover was reported at 7.03% (an increase compared to the same time last year at 5.34%) however still below the general average for staff turnover.
- 3.5.2 To support attrition, particularly in areas where there is an aging profile, our Apprenticeship programme is aligned using the potential predicted turnover, and for specific technical roles, where possible, we look to recruit at a trainee level, in order to grow our own.

3.6 Disciplinary and grievance

- 3.6.1 In order to better understand any disproportional impact within demographic groups, it is important that we take account of the Proportional Analysis.
- 3.6.2 While the number of disciplinary actions was higher among male employees, this aligns with the larger proportion of males in the workforce. When adjusted for headcount, the disciplinary rate was 0.009 per 100 males versus 0.007 per 100 females.
- 3.6.3 Although the total number of disciplines was equal between White and ethnic minority employees, ethic minority staff represent a smaller share of the workforce. As a result, the disciplinary rate for ethic employees was 0.017 per 100 employees compared to

0.006 per 100 White employees. This suggests a slight disparity warranting further monitoring.

3.6.4 Only one formal grievance was raised through this period.

e.g. Demographic Group	Workforce	Disciplinary Cases	Disciplinary Rate per 100
White employees	498	3	0.006
Ethnic minority employees	173	3	0.017
Male employees	418	4	0.009
Female employees	253	2	0.007

4.0 Key highlights

4.1 The Equality, Diversity and Inclusion action plan, sets out the work ongoing with quarterly updates provided to Communities and Service Delivery Committee. Key highlights to date include:

- Wolverhampton Homes remains a 'Disability Confident' employer – the scheme supports us to create an inclusive environment and remove barriers to ensure prospective job applicants and current employees have the opportunity to fulfil their potential.
- Pay Gap – ethnicity and gender pay gap for WH for 2024 published, we continue to see a negative gender pay gap and are working with Equality Champions and the Unions to identify possible further steps to reduce the ethnicity pay gap.
- Equalities Champions - continue to meet with a renewed approach and the introduction of new members.
- Key celebration dates - Champions organised several interactive and engaging events during Q4 including a quiz for LGBT+ History Month and lunch and learn for Neurodiversity Week.
- Equality Impact Assessments (EIAs) – through direct feedback, the CWC EDI team are reviewing the guidance and support available to managers in relation to the completion of EIAs, using the documents presented by WH as exemplar.
- Work is underway led by Property Services and supported by the Equality Champions to explore various additional ways to enrich discussions around Equality, Diversity and Inclusion with our external Contractors during their regular Contract Meetings.
- Mentoring programme - ongoing promotional activity and focus groups undertaken during the year which have yielded an increase of participants.

5.0 Looking forward

5.1 In addition to that already being progressed and achieved, the following is planned:

- Partner with recruitment organisations to develop targeted recruitment opportunities for underrepresented groups.

- Partnership working with the City of Wolverhampton Council, to establish opportunities for any staff subject to a redundancy programme, to be considered for appropriate roles in WH.
- EDI SLA - under review with CWC EDI team to confirm the level of service that can be provided moving forward.
- EDI priorities – reviewed jointly with CWC and WH to establish relevant objectives that support the delivery of priorities in support of the Consumer Standards and TSMs.
- Sponsorship and support to CWC in respect of Wolverhampton Pride 2025.
- Provision of eLearning in respect of changes to legislation (sexual harassment).
- Development of the schedule of EIA programme for 2025 / 2026 based on service priorities.

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.**

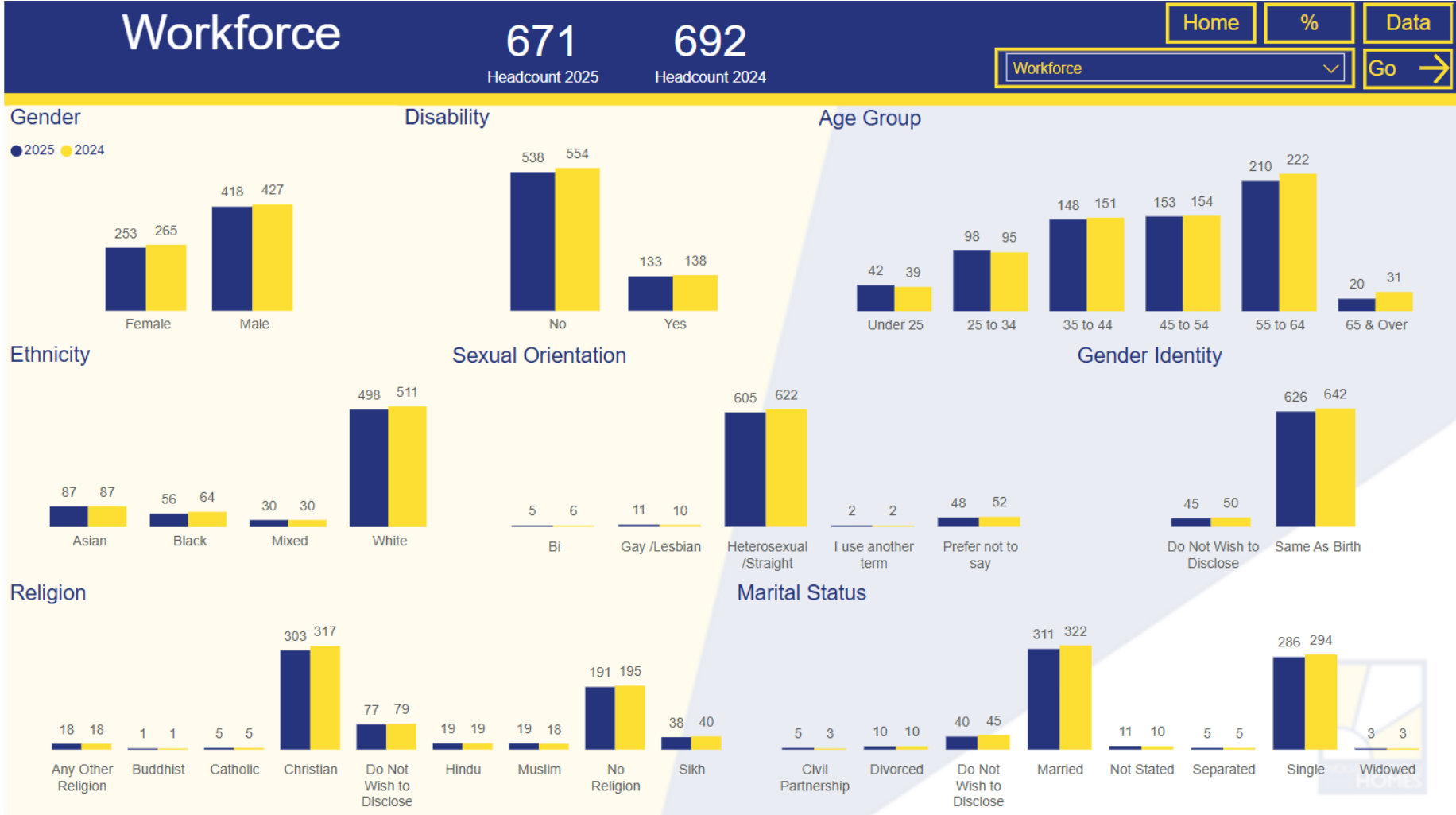
16.0 List of Appendices

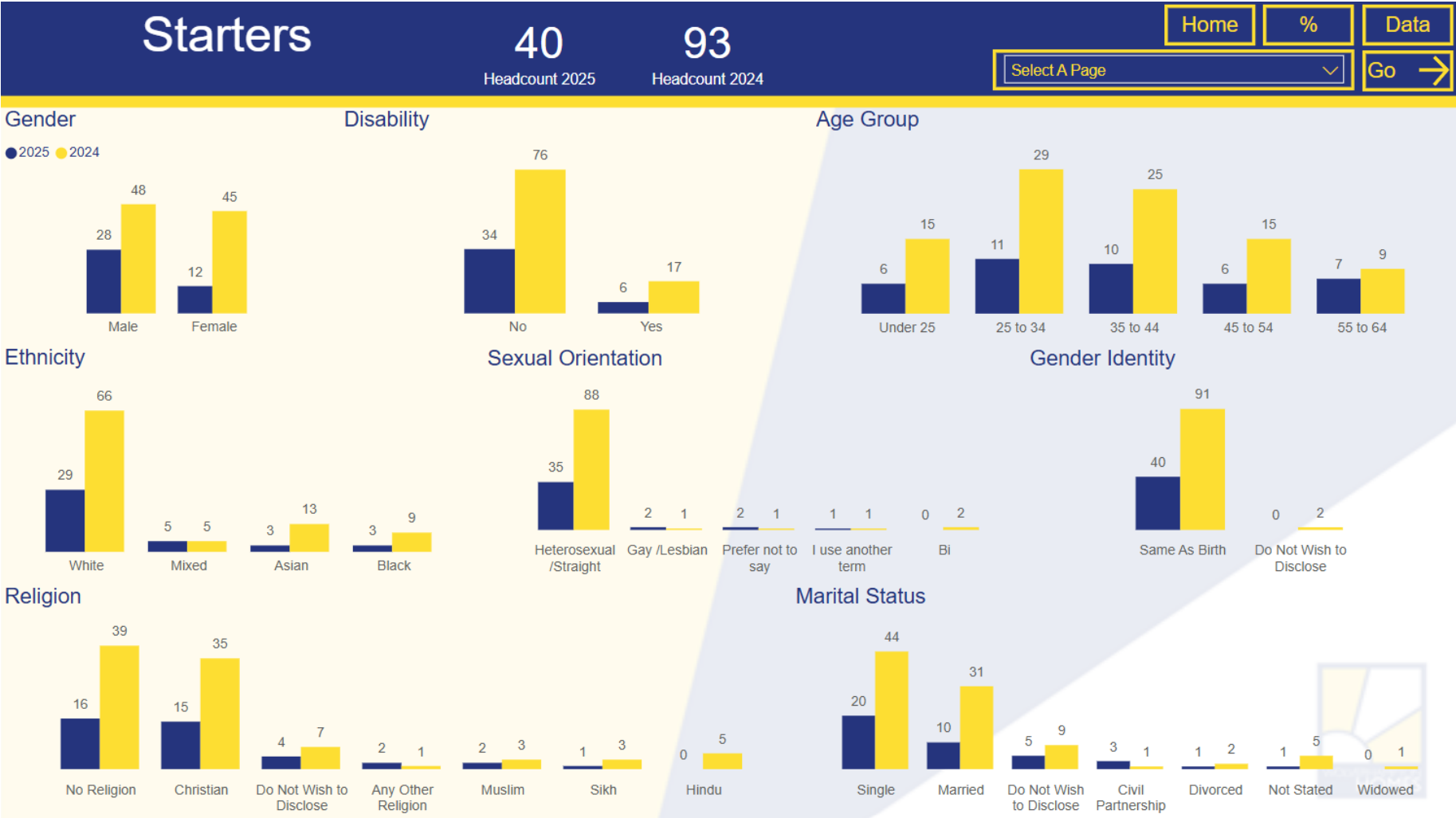
- 16.1 Appendix 1: Equality Targets
- 16.2 Appendix 2: Wolverhampton Homes Annual Diversity Application
- 16.3 Appendix 3: Equalities Circle Forum – Outcomes achieved 2024 - 2025
- 16.4 Appendix 4: Gender Pay Gap comparison with other Housing Providers

Appendix 1: Equality Targets

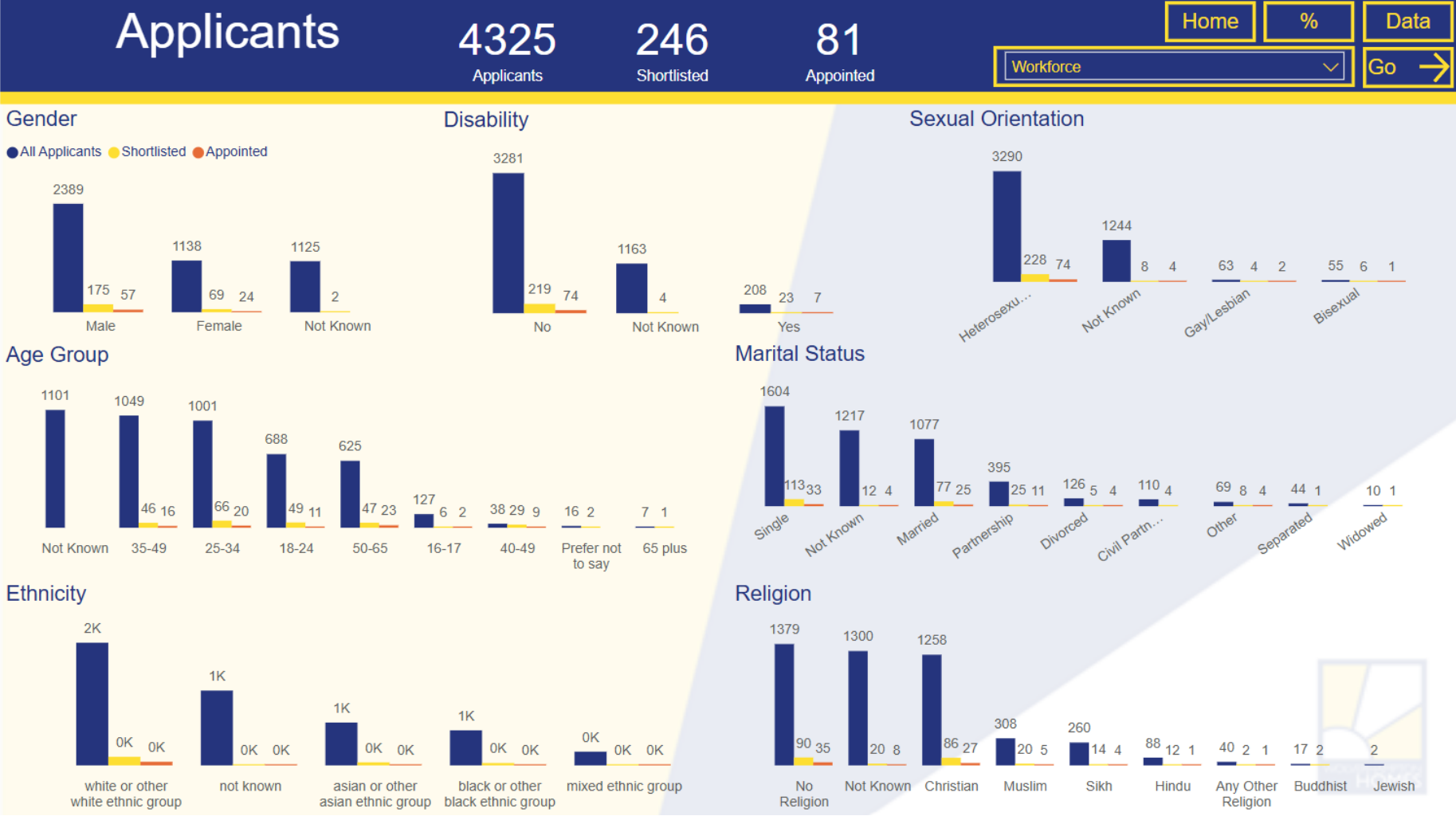
Best Value Performance Indicators					671	692	Best Value Performance Indicators		Home	Go
		Headcount 2025		Headcount 2024						
Reference	Indicator	2023/2024 Year End Performance		Improvement Target	2024/2025 Year End Performance		Workforce Total			
BVPI 11a	% Of the top 5% of earners who are female	34.21%		45%	35.14%		To meet Target	=	17	
							Current	=	13	
BVPI 11b	% Of the top earners who are from an ethnic minority group	15.79%		14%	16.22%		To meet Target	=	5	
							Current	=	6	
BVPI 16	% Of the organisations workforce who are disabled	19.94%		12%	19.82%		To meet Target	=	81	
							Current	=	133	
BVPI 17	% Of the organisations workforce who are from an ethnic minority group	26.16%		26%	25.78%		To meet Target	=	174	
							Current	=	173	
LPI	% Of the workforce who are male / female	Male =	61.71%	65%	Male =	62.30%	To meet Target	M =	436	
							F =	235		
		Female =	38.29%	35%	Female =	37.70%	Current	M =	418	
							F =	253		
LPI	% Of the workforce by age distribution	5.64%		Under 25 = 8%	6.26%		To meet Target	=	54	
							Current	=	42	

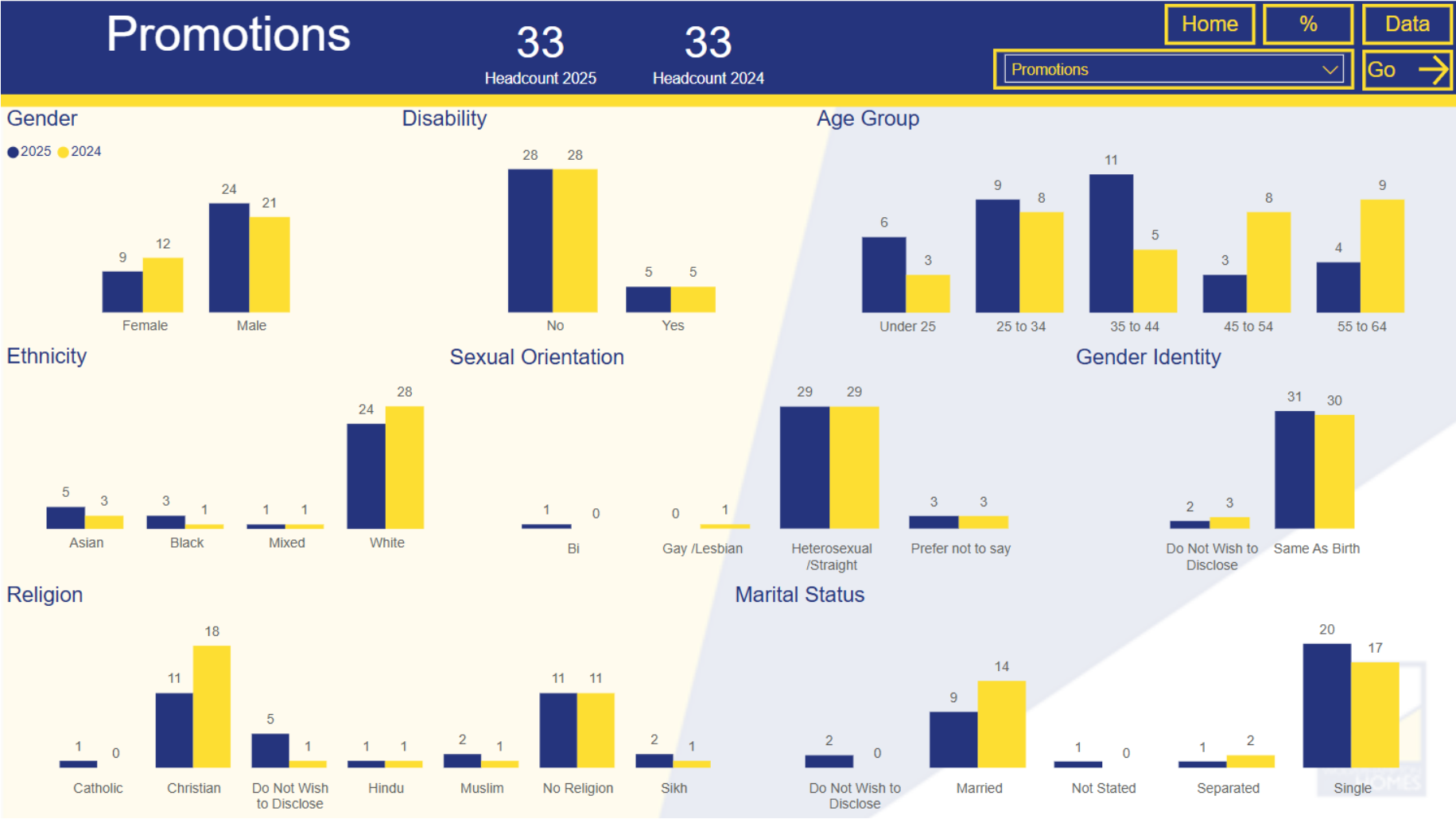
Appendix 2: Wolverhampton Homes Annual Diversity Application

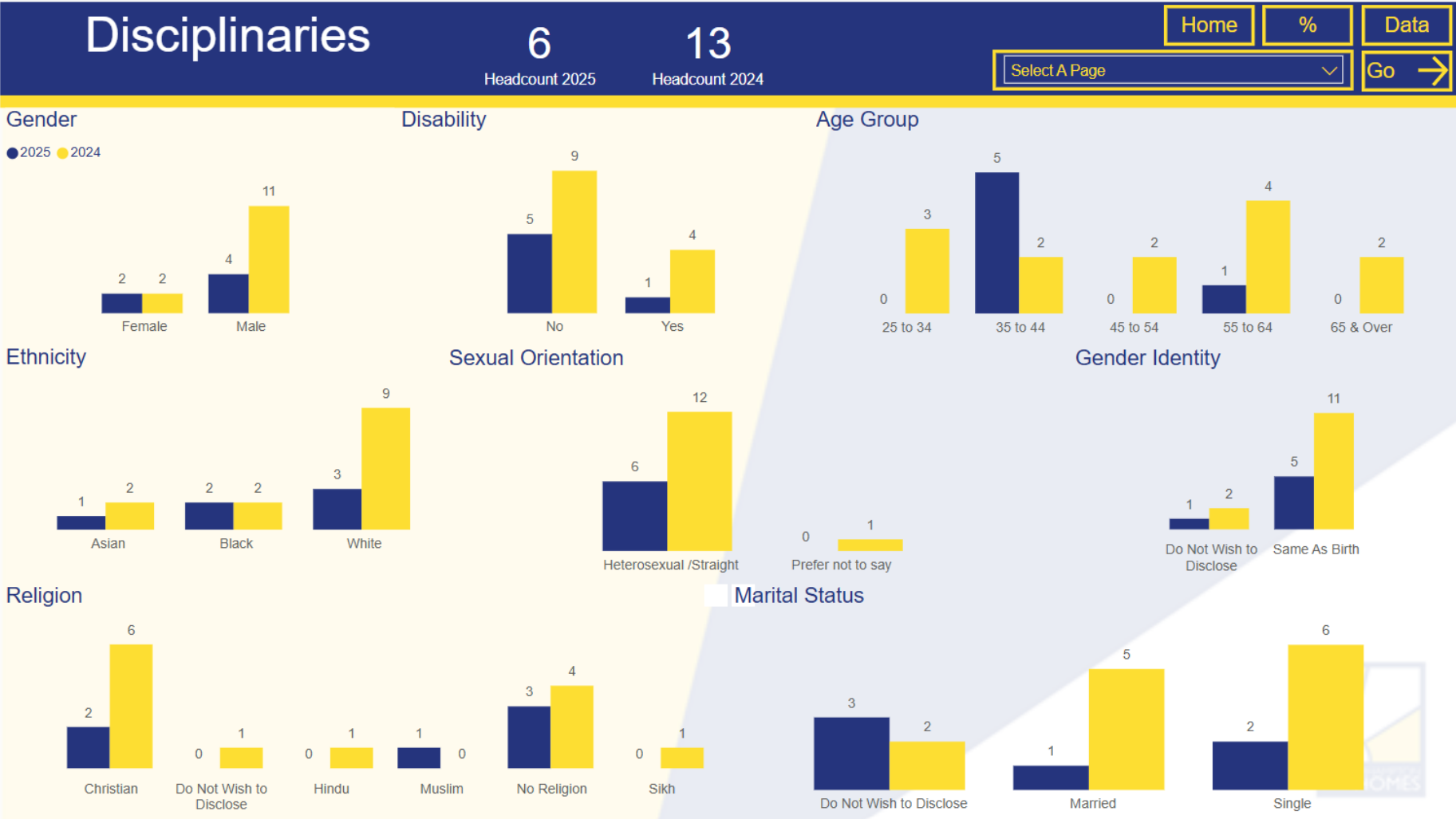




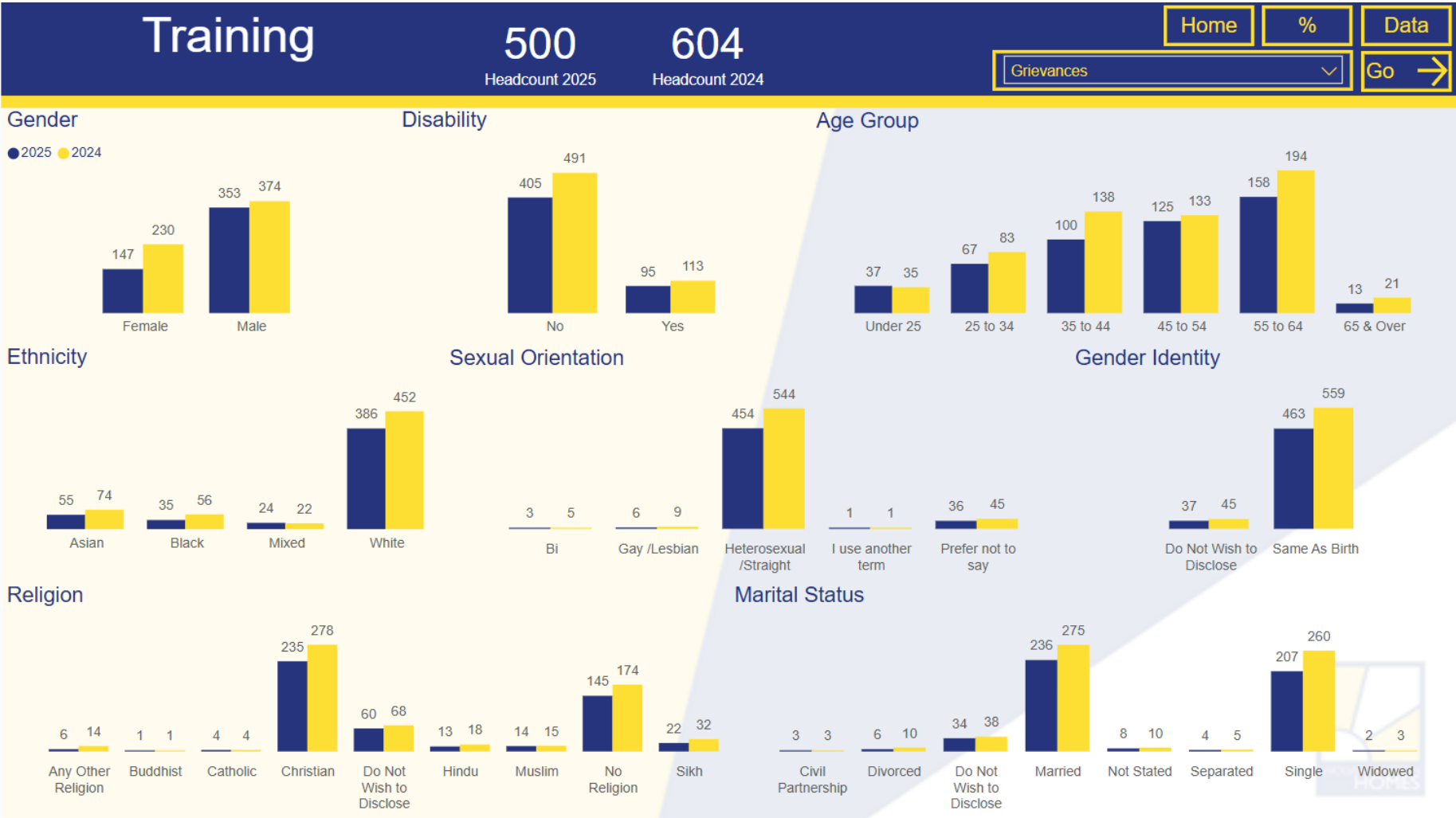


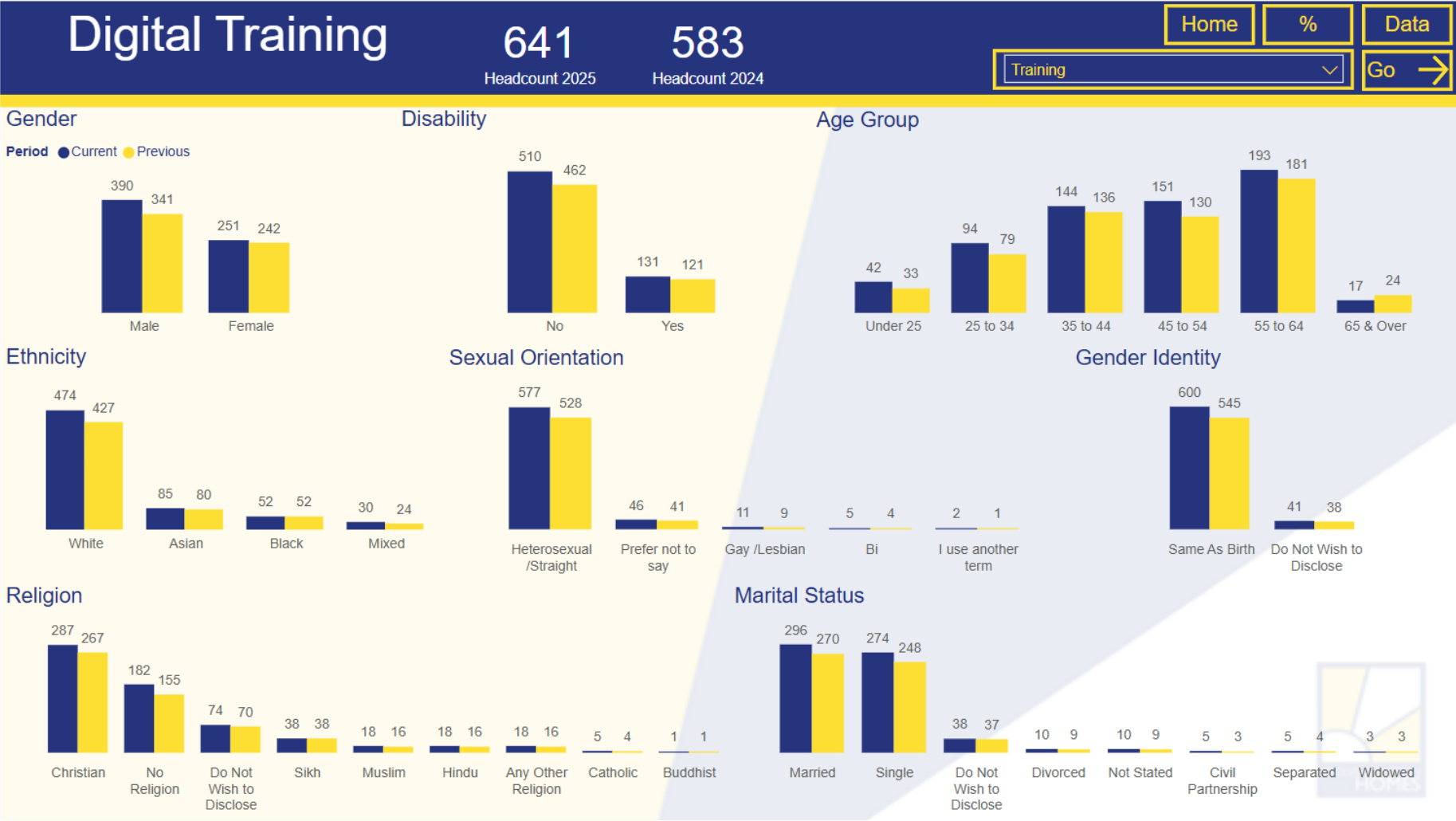












Appendix 3: Equalities Circle Forum – Outcomes achieved 2024 - 2025

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
19/06/24	First Aid Policy	Kellie MacDonald	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF identified a justifiable objective to support the First Aid Policy as it sets out Wolverhampton Homes commitment to providing first aid arrangements for all staff, as required under Health and Safety Law.</p> <p>ECF confirmed, the agreed outcome following the EIA, was that there are no major changes required to this policy as it provides details of the arrangements in place for the provision of first aid equipment, first aiders and the co-ordination of the function. It ensures all processes, procedures, and systems that relate to the provision of first aid are effectively implemented, communicated and monitored. It further forms part of a suite of standards that ensure compliance with regulatory and statutory requirements and published guidance associated to the management of health & safety and the welfare of staff.</p>
28/08/24	Review of Repairs and Maintenance Policy	Ian Gardner	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF identified a justifiable objective to support the review of Repairs and Maintenance Policy as it sets out its responsibilities and duties to ensure the homes and assets, under its management control, remain safe and serviceable for its residents, communities and colleagues.</p> <p>ECF confirmed, the agreed outcome following the EIA, was that there are no major changes required to this policy as 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. It continues to increase priority given to tenants taking into account age, mobility, and health. ECF requested an update after 12-18 months to identify any concerns merging from customer feedback surveys and from the Customer Involvement Panel to help inform continuous improvement of services and experience.</p>

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
28/08/24	Tree Management Plan	Tommy Crowson	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF identified a justifiable objective to support the amendments to the Tree Management Plan, as it sets out changes to the criteria to the definition of trees falling under the landlord's responsibility.</p> <p>ECF confirmed, the agreed outcome following the EIA, was that there are no major changes required to the management plan as it demonstrates the company's commitment under its Management Agreement with the City of Wolverhampton Council (CWC), and for the maintenance of trees to be maintained. This is supported by a scheduled tree management programme in accordance with provisions of any tree preservation orders or conservation areas. Furthermore, it outlines its responsibility for the maintenance of trees within tenants' individual gardens, in accordance with CWC's Tenancy Agreement.</p>
14/11/24	Safeguarding Policy	Kay Bourne	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF identified a justifiable objective to support the review of the Safeguarding Policy, as it sets out Wolverhampton Homes' commitment to work to prevent and reduce the risk of harm to children, young people, and adults.</p> <p>ECF confirmed, the agreed outcome following the EIA, was that there were no major changes required to the Safeguarding Policy, as it demonstrates the company's commitment by:</p> <ul style="list-style-type: none"> • Continuing ongoing equalities monitoring to identify and inform future trends/processes that will assist with proactive and preventative measures to address safeguarding of children, young people and adults in the future. • Increasing awareness and early identification of potential safeguarding concerns and ensuring Property Services have information and technology to report concerns. • Reviewing the policy in September 2025 to ensure the combined policies are effective. • Continuing to provide clear definitions to employees on what constitutes abuse, neglect, and exploitation the by embedding the Think Family approach. • Continuing to appropriately share information with statutory agencies and partner organisations about individuals who may require safeguarding interventions with due regard to confidentiality and information sharing legislation and protocols. • Continuing to meet statutory safeguarding requirements in line with our existing legislation which informs our policies and procedures. • Having a robust communication plan in place to promote the policy and the changes.

Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			ECF requested an update in in 12-18 months to identify any concerns merging from referrals made and on the combined policies and its effectiveness.
11/11/24	Complaints Policy	Andrew Finch	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF identified a justifiable objective to support the review of the Complaints Policy as it sets out changes to Wolverhampton Homes commitment, in line with The Social Housing (Regulation) Act 2023 empowering the Housing Ombudsman to issue a code of practice about the procedures that social landlords as members of the scheme should have in place for considering complaints from residents. It also placed a duty on the Housing Ombudsman to monitor compliance with the code of practice.</p> <p>ECF confirmed, the agreed outcome following the EIA, was that there were no major changes required to the complaints policies as it demonstrates how Wolverhampton Homes will comply with the Housing Ombudsman - Complaint Handling statutory Code and their intended approach to the duty to monitor complaints in line with the new code, by:</p> <ul style="list-style-type: none"> • Collecting data and reporting on Tenant Satisfaction Measures on customer satisfaction with complaints handling by protected characteristic in line with the Equality Act and as such adapt policies and procedures to accommodate an individual's needs. • Having a robust communication plan in place to promote the policy and the changes. • Scrutiny and ongoing monitoring through the Customer Involvement Panel and reports to Senior Management Team and Board. • Improving the capturing of data through NEC. • Learning from complaints, ensuring customer feedback informs continued service development. <p>ECF requested an update in 12-18 months to identify any concerns merging from reviewed policy and its effectiveness.</p>
16/12/24	Customer and Community Engagement Strategy	Jenny Billingsley & Sarah Butcher	<p>Note: The completed EIA has carefully considered and paid due regard to the public-sector equality duty as set out within the Equality Act. ECF working group identified a justifiable objective to support the review of the Customer and Community Engagement Strategy as it sets out Wolverhampton Homes commitment to respond to regulatory changes (Social Housing Act 2023), the revised consumer standards and tenant satisfaction measures to improve the importance of the customer's voice.</p>

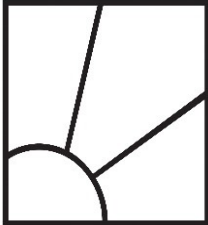
Date of Meeting	Report Title	Lead Officer	Outcomes of EIA's Completed
			<p>ECF confirmed, the agreed outcome following the EIA, was that there were no major changes required to the Customer and Community Engagement Strategy as it demonstrates the company's commitment to specifically look at how it enhances the influence of our tenant's voice in Wolverhampton Homes decision making and service delivery, by ensuring:</p> <ul style="list-style-type: none">• A robust communication plan both internally and externally to raise awareness of Let's Talk sessions.• Targeted work is undertaken to engage with hard-to-reach groups at a granular level in 2025, working in collaboration with key partners/community groups to build trust and confidence.• A diverse mix of tenants are represented on the Customer Involvement Panel and undertake targeted work to seek engagement.

Appendix 4: Gender Pay Gap comparison with other Housing Providers

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

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Board Report

	Agenda Item 11
 WOLVERHAMPTON HOMES	18 June 2025 Learning and Organisational Development Annual update 2024 - 2025
	Open Report
Status:	For Information
Author and job title:	Sarah Butcher – Head of Talent, Communications and Engagement
Contact No:	07773 008395
Recommendations:	Board Members are asked to note: <ol style="list-style-type: none"> 1. the content of the report. 2. how the activity on the people and talent development agenda directly supports Wolverhampton Homes' strategic frameworks.
Key risks and contentious issues:	<p>Strategic organisational development underpins Wolverhampton Homes' contribution to the City of Wolverhampton Council's <i>Our City: Our Plan</i>, aligning workforce capability with broader municipal goals. A skilled, competent workforce enhances service delivery, community well-being, and economic growth, while ensuring compliance and meeting customer expectations and regulatory requirements.</p> <p>Learning and organisational development: Neglecting L&OD risks skills gaps, weak succession planning, and declining service quality. The Chartered Institute of Housing (CIH) highlights that operational pressures often hinder strategic skills development in social housing.</p> <p>The Regulator of Social Housing (RSH) warns of rising risks from economic pressures, regulatory changes, and tenant expectations.</p> <p>Without robust L&OD plans and solutions:</p> <ul style="list-style-type: none"> • Staff may fail to implement new regulations (e.g. Awaab's Law, Decent Homes Standard, Fire Safety Regulations).

	<ul style="list-style-type: none"> • Service quality may decline, leading to complaints, reputational harm, and regulatory scrutiny. • Outdated practices may persist, increasing inefficiencies and costs. • Lack of talent pipelines threatens organisational resilience and continuity; especially as experienced staff retire. <p>Early careers: Strong early careers programmes (e.g. apprenticeships, internships, work placements) are essential to address skills shortages. Benefits include:</p> <ul style="list-style-type: none"> • Talent pipeline development – builds a loyal, skilled workforce and reduces recruitment costs. • Fresh perspectives – introduces innovation, digital fluency, and diversity. • Increased productivity – well-supported early career staff contribute meaningfully. • Enhanced employer brand – demonstrates commitment to social mobility and community investment. <p>Talent attraction and recruitment: Lacking in-house recruitment skills and expertise can pose several strategic and operational risks for an organisation, including:</p> <ol style="list-style-type: none"> 1. Increased recruitment costs – reliance on external agencies can lead to higher fees and less control over hiring budgets. 2. Longer time-to-hire – without internal expertise, vacancies may remain open longer, affecting service delivery and team performance. 3. Poor candidate fit – external recruiters may lack deep understanding of WH's culture and role requirements, leading to mismatches and higher turnover. 4. Reduced employer brand – an in-house recruitment service can better promote WH's values and culture, which is harder to achieve through third parties. 5. Compliance and risk – lack of internal knowledge on recruitment legislation (e.g. equality, right-to-work checks) increases the risk of non-compliance. 6. Limited talent pipeline development – without strategic recruitment planning, WH may struggle to build future talent pipelines or support succession planning. 7. Inconsistent candidate experience – poorly managed recruitment processes can damage WH's reputation and deter high-quality applicants.
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Management Summary

1.0 Purpose

- 1.1 This report provides Board members with an overview of key learning and organisational development (L&OD) activities during the year 2024 – 2025 and covers Learning and organisational development, Early careers and Talent attraction and recruitment.
- 1.2 It highlights progress against strategic objectives, 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 impactful 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, the team has focused on equipping staff and Board members with the skills and capabilities needed to meet current and future workforce and regulatory demands.
- 2.3 Through new learning paths, enhanced digital experiences, and skills development opportunities shaped by feedback, the team has driven progress with a clear commitment to excellence with a focus on enabling every colleague to thrive.
- 2.4 Colleague training, learning and development, and employee engagement is critical to the delivery of ALMO services for several reasons:
 - Statutory – Induction, Data Protection & GDPR, Health & Safety (H&S) awareness
 - Compliance – Asbestos, Gas ACS renewals, etc.
 - H&S for large DLO workforce – Manual handling, Working at height, etc.
 - Role specific – Leasehold management, Damp, mould & condensation, etc.
 - Skill development across the WH ten core skills, plus role specific skill development
 - Leadership and management development, including aspiring managers
 - Competence & Conduct Standard compliance

3.0 Key highlights – Learning and organisational development

3.1 Digital learning

- 3.1.1 My Learning Hub (MLH) bespoke learning management system (LMS) is available to all WH staff, Board members, and new hires. MLH is the micro-site, which is released to new hires prior to their start date as part of the onboarding and induction experience.
- 3.1.2 Login activity steadily increased year on year from launch to 2023 - 2024. Although activity within the platform increased by over 130% in the last year, the number of **unique logins** fell, as shown in **Graph 1 in Appendix 1**.

- 3.1.3 In total, **14,646 hours** of continuous professional development were completed in the form of digital learning hosted in MLH. **Graph 2 in Appendix 1** shows the year-on-year comparison from 2022 - 2023.
- 3.1.4 There are **28 mandatory eLearning courses** live on MLH; all these courses have been **designed in-house**. Two mandatory courses required recertification during 2024 - 2025: Health and Safety at WH and GDPR at WH.
- 3.1.5 More detailed login activity, eLearning completion rates (both mandatory and suggested learning) and top viewed content can be found appended to this report in **Appendix 1**.
- 3.1.6 In May 2024, the upgraded My Learning Hub (MLH) was successfully launched after refresh and migration of over 900 pieces of content, including complex learning pathways such as No Offence and See it, Report it. This included the transfer of training history for every employee over the past three years ensuring continuity and data integrity.
- 3.1.7 This relaunch was complemented by a new mandatory eLearning module: **“Housing and regulation essentials.”** This comprehensive course provides all staff with a solid understanding of the social housing sector, covering historical and current developments, key legislation, the new regulatory framework and revised Consumer Standards, and the Housing Ombudsman’s statutory Complaint Handling Code. The goal is to ensure that all employees are well-informed and compliant with the latest regulations.
- 3.1.8 Following successful demonstrations and presentations at events hosted by HQN and the National Federation of ALMOs (NFA), WH are now in discussions with several social housing providers regarding the potential commercialisation of the **“Housing and regulation essentials”** course. These conversations are exploring opportunities for WH to offer a tailored version of the course to support external organisations’ learning and development needs.
- 3.1.9 The module has also been deployed to the Housing Strategy team at City of Wolverhampton Council (CWC) and the Tenant Management Organisations (TMOs), further extending its reach and impact.

3.2 Face to face / virtual learning

- 3.2.1 During the last year, the team continued to significantly increase training and development opportunities using a range of external providers and internal design and delivery capability.
- 3.2.2 In a year of many highlights, most notable achievements were:
- Creating and maintaining Training and skills matrices for every role and employee
 - Completion of an organisation-wide learning needs analysis (LNA)
 - Scoping and design of learning interventions to develop WH’s ten core skills
- 3.2.3 In total, the team delivered **13,866.5 hours** of continuous professional development in the form of 42 different types of face-to-face and virtual learning events. **Graph 3 in Appendix 2** shows the year-on-year comparison from 2021 - 2022.

- 3.2.4 One of the persistent challenges impacting the effectiveness of our learning and development initiatives is the high rate of **non-attendance at scheduled training sessions**, as shown in **Graph 4 in Appendix 2**. These 'no-show' rates not only result in wasted resources and reduced return on investment (ROI), but they also hinder workforce development efforts and delay the upskilling of staff. The average no-show rate for the last year was 12.9%.
- 3.2.5 Typical no-show rates for training courses in UK organisations range from 20% to 30% when no formal attendance management processes are in place. In well managed environments with clear policies and accountability, this figure can be reduced to 5% to 10%, significantly improving training ROI.
- 3.2.6 An analysis of non-attendance rates for interventions delivered over the past year reveals a notable trend: sessions involving participants from the Direct Labour Organisation (DLO) tend to experience higher no-show rates. This pattern suggests potential barriers to engagement within this group, such as operational demands, and opportunity for better planning and communications.
- 3.2.7 However, this trend is not uniform across all training types; for example, induction-related courses show skewed non-attendance rates due to candidates accepting job offers and subsequently not joining WH. This highlights a different challenge — the need for improved pre-boarding engagement and clearer communication during the onboarding process, or the increasingly more common practice of “offer shopping” by candidates.
- 3.2.8 Most courses maintain low to moderate no-show rates, but a few high outliers affect the overall average. Understanding the underlying causes and addressing them proactively is essential to improving engagement and ensuring the ongoing success of our interventions.
- 3.2.9 More detailed information regarding courses delivered, numbers attended, and no-show rates can be found appended to this report in **Appendix 2**.
- 3.3 **Institute of Leadership and Management (ILM)**
- 3.3.1 A fifth cohort of supervisors completed the eight-module Supervisor development programme which is accredited to Level 3 (Associate) by the ILM.
- 3.3.2 Four colleagues successfully completed the ILM Level 5 (Member) Business Partner development programme. Delivered as part of a joint cohort with Walsall Housing Group (WHG), the programme not only offered a more cost-effective approach but also provided participants with valuable opportunities to expand their professional networks across the sector.
- 3.4 **CIH Level 4 Certificate in Housing Management**
- 3.4.1 Four colleagues participated in a joint cohort undertaking the CIH Level 4 Certificate in Housing Management, alongside peers from WHG, Bromford, and Citizen. This collaborative cohort was established as a pilot initiative in anticipation of the

government's forthcoming decision on the professional qualification component of the Competence and Conduct Standard.

3.5 Board development

- 3.5.1 With a refreshed Board development programme launched in September 2024, members have continued to attend Board Strategy Away Day events, which have included a range of agenda items covering Leadership, Strategy, Governance, and Finance.
- 3.5.2 This programme has been designed to support Board members with their confidence and ability in each of the pillars within the Board competency framework, ensuring an additional customer focus as required by the Consumer standards.
- 3.5.3 Board members are provided a range of interventions to support them in their role, including eLearning modules, subject matter expert led sessions, Insights Discovery, Motivational Maps, 121's, and CIH Building Better Boards membership.
- 3.5.4 The **CIH Building Better Boards membership** gives Board members access to:
- Exclusive events and webinars
 - Professional development tools
 - Mentoring and networking
 - Knowledge and insights
 - Regular communications
 - On-demand learning
- 3.5.5 To date three Board members have logged into their CIH account and one has attended a Building Better Boards event.

3.6 Mentoring programme

- 3.6.1 The Mentoring programme continues to provide the opportunity for a traditional mentor: mentee relationship, as well as reciprocal relationships. Despite a slight drop in the number of people applying to be part of the programme, there was a 77% increase in matched pairs and a 36% increase in active relationships during the year.
- 3.6.2 More detailed information can be found appended to this report in **Appendix 3**.

3.7 Organisational learning needs analysis (LNA)

- 3.7.1 Work commenced late in 2023 - 2024 to create Training and Skills matrices for every role and employee in the organisation. In total 174 roles, from Apprentice to Chief Executive, were mapped, along with every employee.
- 3.7.2 A Training and Skills matrix is a visual tool used to track and manage skills, qualifications, and training requirements. It helps identify who is trained in what, where skill gaps exist, and what development is needed to meet business goals and priorities.

- 3.7.3 The government continues to consult on its proposals to introduce a new, regulatory standard relating to the competence and conduct of social housing staff.
- 3.7.4 Organisations will need to assess current staff competencies against the new standard; the Training and skills matrices, and subsequent LNA, will form part of the evidence to the Regulator of WH's compliance with the Competence and Conduct Standard.
- 3.7.5 All roles were mapped into Career ladders of Operational, Technical, Professional, or Commercial, and given a Role level classification ranging from 1 – Apprentice to 7 – Director, which were used to calculate a Target level score (1 to 10) for each of the WH ten core skills and all job descriptions were reviewed for essential qualifications.
- 3.7.6 LNA is a process used to identify the gaps between the actual and the desired knowledge, skills, and abilities (KSAs) in a job. Analysis showed no obvious recurring themes across the organisation in respect of the skills gaps identified; gaps tend to be more thematic at either directorate or team level.
- 3.7.7 There are some individuals who consistently scored below the target for their role; excepting new hires who are working through their probationary period, the performance of these individuals should be addressed by the line manager through the Managing individual performance policy and procedure and is out of scope for this LNA.
- 3.7.8 The following priority needs have been identified:
- **Motivation and teamwork** – results are reflective of the Motivational Map project conducted in 2023 and require interventions at team level.
 - **Customer service skills** require interventions across the DLO – this was anticipated as Operatives were excluded from the Customer service – Make a difference training.
 - **IT / digital proficiency** scores are volatile across all matrices and should be improved by the re-introduction of the Digital Induction.
 - **Resilience and emotional intelligence** – are becoming increasingly vital in the social housing sector due to the complex, people-focused nature of the work and the evolving challenges faced by both staff and residents.
- 3.7.9 More detailed information can be found appended to this report in **Appendix 4**.

3.8 **Digital and systems training**

- 3.8.1 The Digital and Systems Trainer plays a pivotal role in supporting organisational learning and digital transformation, being responsible for designing and delivering engaging and agile computer-based training solutions tailored to the evolving needs of the business.
- 3.8.2 As a subject matter expert on the corporate housing system, NEC – Housing, the trainer provides staff with the knowledge and skills required to use the system effectively and efficiently. This training is delivered in-person and virtual, ensuring accessibility and flexibility for all learners.

- 3.8.3 By enhancing digital literacy and system proficiency, this role contributes to improved service delivery, operational efficiency, and user satisfaction.
- 3.8.4 Whilst recruitment slowed during the later part of 2024 - 2025, the demand for digital and systems training did not. **Table 3 in Appendix 2** shows the activity delivered year on year; most notably in the last year, almost a third of sessions were delivered to colleagues at both the City Council and the TMOs.
- 3.9 **GROW (Getting ready for opportunities at work) programme**
- 3.9.1 Launched in January 2025, the GROW programme aims to help colleagues who are keen to improve their employability skills. In one interactive and practical session, participants are supported to strengthen their employability skills through:
- **CV writing mastery** – learning top tips and techniques to create a standout CV
 - **Job application success** – receiving expert advice on how to complete application forms effectively, tailoring responses to meet employer expectations
 - **Interview preparation** – discovering how to prepare confidently for interviews, including how to anticipate questions, present yourself professionally, and make a lasting impression.
- 3.9.2 Four GROW workshops were delivered during quarter 4, with 26 colleagues attending. Two of the attendees have since secured promotions and have given positive feedback saying that they attributed their success at least in part to attending GROW.
- 3.9.3 Previous spend with an external supplier was in the region of £5,000 for a limited number of sessions, with maximum participant numbers of eight per session. WH deliver sessions for up to twenty attendees, and GROW sessions are available monthly.

4.0 Key highlights – Early careers

4.1 Apprenticeships

- 4.1.1 There are twenty five apprentices on programme from cohorts recruited annually since in 2021 with twelve permanent employees completing courses of professional study via an apprenticeship route.
- 4.1.2 There were four apprentices who successfully completed their apprenticeships during 2024 - 2025, and a further fourteen are due to complete during 2025 - 2026.
- 4.1.3 Six of the twelve employees completing courses of professional study via an apprenticeship route are due to complete their apprenticeship during 2025.
- 4.1.4 More detailed information can be found appended to this report in **Appendix 5**.
- 4.1.5 WH has made full use of the apprenticeship levy to fund the training costs of all its apprentices. Apprentices study with a range of training providers as not all apprenticeship standards being studied are available through the College of Wolverhampton, and in a variety of ways including day or block release, and virtually.

- 4.1.6 Recruitment to Trade vacancies is now aligned with apprentices' completions to give these young people a fair opportunity to secure a permanent position with WH.
- 4.1.7 After careful consideration WH has made the decision not to recruit new apprentices this year. We are very proud of our apprenticeship programmes and our apprentices have a proven track record of success. The pause in recruiting new apprentices will enable WH to:
- focus on our current apprentices, especially those completing this year
 - review resource allocation and workforce profiling across the organisation
 - refresh all apprenticeship programmes on offer.
- 4.1.8 WH appreciates the interest and enthusiasm shown by prospective apprentices and supporters of our apprentice programmes. We remain committed to developing early-career talent and plan to restart recruitment at a future time.

4.2 **Management trainees**

- 4.2.1 Of the six Management trainees recruited in 2022, one graduated with a Bachelors degree in Construction management in the summer of 2023, and the other five successfully completed the HNC in Construction and the built environment during 2024.
- 4.2.2 The degree student secured a permanent position as a Property Supervisor in the Response Repairs team within Housing Maintenance.
- 4.2.3 Of the HNC students:
- One left the employ of the organisation.
 - One secured a permanent position as an Assistant Property Supervisor.
 - Three are in the first year of a Bachelors degree in Construction management.
- 4.2.4 The 2024 recruitment campaign for Management trainees was less successful than the 2022 campaign; despite a high number of applicants, only three young people started with WH in September 2024: one in Property Services, and two in Homes & Communities.
- 4.2.5 There is currently only one 2024 Management trainee still working for WH; one resigned during the induction period, and one secured a permanent position in the Homeless Services team and transferred to the Council as part of the service transfer in April 2025.
- ## 4.3 **The REACH programme**
- 4.3.1 WH formally launched the REACH programme on 17 May 2023. During the first complete year of offering the programme, the team ran five successful cohorts with three participants going on to secure employment with the organisation.
- 4.3.2 During 2024 - 2025, REACH opportunities were offered quarterly, with 25 young people successfully completing the programme.

4.3.3 More detailed information can be found appended to this report in **Appendix 6**.

4.3.4 As the data shows there continues to be a challenge in the conversion rate of applications to attendance at Open days and commencement on programme, which is largely societal and outside the team's control.

4.4 **T levels**

4.4.1 T levels are an alternative to A levels, apprenticeships and other 16 to 19 courses; equivalent to three A levels, a T level focuses on vocational skills and can help students into skilled employment, higher study, or apprenticeships.

4.4.2 Each T level includes an in-depth industry placement that lasts at least 45 days – students get valuable experience in the workplace; employers get early sight of the new talent in their industry.

4.4.3 WH has provided industry placements to two T level students during the year:

- Level 3 Design, Surveying and Planning for Construction.
- Building Services Engineering with Electrical Specialism Pathway.

4.4.4 The Early Careers team are in discussions with Wolverhampton College regarding opportunities to expand this offering to young people in the new academic year.

4.5 **Mentors and buddies**

4.5.1 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 activity formally transferred from HR to L&OD on 04 March 2024 and coincided with the launch 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 during this period focused on strengthening operational capacity and enhancing service delivery.

5.3 Key appointments were made across frontline and corporate roles, with particular emphasis on attracting candidates who align with our core values and customer-focused service. This section provides an overview of recruitment outcomes, challenges in the current labour market, and steps taken to improve workforce resilience.

5.4 During 2024 - 2025, the organisation made **81 new appointments** across a diverse range of roles, with notable hires including Environmental Compliance Officer, Tenancy and Leasehold Officers, Quantity Surveyors, Concierge Officers, Homeless Prevention Assistants, and Property Maintenance Apprentices.

- 5.5 WH operates a values-based recruitment process via the Talent Attraction & Resourcing Specialist which provides a full in-house recruitment service. Some high-level operating figures for the last year are shown in the table below:

Activity	Number
Vacancies advertised	109
Adverts posted	61
Complete applications received	4,325
Increase in completed applications received from 2023/24	133%
Incomplete applications in the ATS (started but not submitted)	1,672
Candidates shortlisted for interview	246
Vacancies filled	81

- 5.6 The recruitment process also supported our equality, diversity, and inclusion objectives, with 30% of new hires identifying as female, and 32% representing ethnic minority backgrounds. Additionally, 9% of appointees disclosed a disability, with the majority of hires falling within the 25–34 and 50–65 age brackets, indicating a healthy mix of early-career and experienced professionals.

6.0 Future priorities

6.1 Business focus

- 6.1.1 To ensure WH remains responsive, resilient, and customer-focused, future L&OD priorities will centre on building workforce capabilities in digital transformation, regulatory compliance, and inclusive service delivery, with particular focus being given to data-driven decision-making, and equipping staff with the skills to support tenants.
- 6.1.2 Throughout 2024 - 2025, the team maintained a strong focus on delivering people and talent related activities efficiently while ensuring optimal use of resources and budgets; emphasis was placed on achieving value for money across all functions, aligning expenditure with business needs and regulatory expectations.
- 6.1.3 With ongoing regulatory changes and funding pressures, focus will be on:
- Developing agile leaders and equipping managers to lead people through change
 - Continuing regular compliance and health and safety training, including new legislation such as Awaab's Law and updates to the Decent Homes Standard
 - Upskilling colleagues in digital tools and data literacy as digital transformation accelerates.
- 6.1.4 Work will continue to review and maintain the Training and Skills matrices and deliver high-quality, fit for purpose solutions to address gaps identified in the LNA.

6.2 Efficiencies

- 6.2.1 Section 7 outlines key initiatives undertaken to enhance efficiency, reduce waste, and maximise the impact of every pound spent. There are plans to further develop our in-house delivery capability by having **accredited in-house trainers for manual handling**. This training is refreshed every three years for the DLO at a cost of £650 per session of

up to twenty participants; a one-off cost for City & Guilds train the trainer accreditation is £1,200 for two delegates.

6.2.2 Consideration will also be given to other areas where a **regular refresh** of knowledge and skills is required, but there is **no statutory timeframe set**; an example of this is the requirement for all colleagues to refresh their asbestos awareness, currently bi-annually. If this refresh timeline was extended to three years, over a six-year period there would be a potential cost of saving in excess of £15,000.

6.2.3 As the demand for high-quality, sector-specific training continues to grow, **commercialising our in-house eLearning solutions** presents a strategic opportunity to extend our impact beyond WH. By leveraging our expertise, we can offer customised, practical training to external partners and community organisations. This not only creates a new revenue stream but also strengthens our reputation as leader in the sector.

6.3 **Personal safety and conflict management training**

6.3.1 Personal safety training is a vital component of workforce development in the social housing sector, where staff frequently work in unpredictable environments. Whether conducting home visits, managing anti-social behaviour, or responding to emergencies, frontline workers face a range of potential risks.

6.3.2 Following an increase in reported incidents, WH has engaged a training provider to deliver 'Personal safety and conflict management' training to frontline colleagues, equipping them with the knowledge and skills to assess situations, de-escalate conflict, and protect themselves. These courses will be delivered throughout the year using a mix of face-to-face and virtual delivery methods.

6.4 **Human resource management skills development**

6.4.1 Managers and supervisors play a pivotal role in shaping the employee experience and driving organisational success. 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**.

6.4.2 Training managers and supervisors in HR management equips them with the skills to handle recruitment, performance evaluations, conflict resolution, and employee development more effectively. HR training is a strategic investment in leadership and organisational growth as it not only enhances team productivity and morale but also ensures legal compliance and alignment of behaviours with our values.

6.4.3 The new "HR for managers, supervisors and team leaders" programme will be ready for delivery at the end of quarter 1; this blended programme aims to:

- Provide people managers with a practical toolkit to enable them to tackle HR issues with confidence
- Reduce the reliance of people managers on support from the HR team
- Improve the quality of material produced, reduce errors and the need for HR input to rectify
- Support formal stages of procedures with good quality documentation and thorough adherence to due process
- Create a supportive buddy network for people managers to share experiences and provide guidance to one another.

6.4.4 An initial quote from the training provider that we collaborated with for the ILM development programmes was circa £35,000 for a slimmed down version of the programme that's been designed in-house; using our internal expertise is a further contribution to efficient use of resources and budgets.

6.5 Support from Board

6.5.1 As the sector faces increasing demands around sustainability and affordability, continuous professional development will be essential to drive innovation and operational excellence. The Board will play a critical role in championing a culture of learning, ensuring that investment in people aligns with long-term organisational goals and delivers measurable impact for residents and communities.

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

7.1 Delivery methodology

7.1.1 Where learning and development interventions need to be bespoke, the team work with subject matter experts (SMEs) to create and deliver these interventions in-house, e.g. Housing and regulation essentials.

7.1.2 Where possible and effective, remote, digital, or a blended delivery approach is used to reduce operational impact through time out of the business, travel time, and direct costs.

7.1.3 Where the need is generic (e.g. leadership and management) or requires accredited provision for compliance purposes (e.g. UKATA asbestos), the team engage with training providers that are based in or around Wolverhampton, wherever possible.

7.1.4 The ability to design and build bespoke eLearning courses, produce bitesize systems training videos (e.g. for NEC or iPads), curate and manage learning content, and administer MLH in-house significantly contributes to WH's VFM objectives.

7.2 Evaluation and feedback

7.2.1 Evaluation is a critical component of L&OD, serving as the foundation for measuring the effectiveness, impact, and value of learning initiatives across the organisation. By systematically evaluating L&D activities, we can ensure continuous improvement, optimise resource allocation, and demonstrate tangible returns on investment in employee development.

7.2.2 The team conducts evaluation activity for all types of interventions deployed. Feedback is regularly reviewed and, where appropriate, improvements made. All formats also show **significant increases in knowledge and skills**, with NEC training showing the highest reported improvement at 70.8%.

7.2.3 **Overall satisfaction and impact:** Net promotor scores (NPS) are consistently high across all formats:

- eLearning: 8.3/10
- NEC/digital: 9.5/10
- Other L&D: 9.5/10

7.2.4 More detailed information including key findings and recommendations for enhancing our approach to ensure alignment with strategic business goals can be found appended to this report in **Appendix 7**.

7.3 **Cost efficiency and value for money**

7.3.1 Piloting a **shared cohort model** for the ILM and CIH programmes offered significant cost efficiencies compared to each organisation delivering the same training separately. Key benefits for all organisations include economies of scale when negotiating course fees, enhanced peer to peer learning and improved professional networks, and minimised operational disruption with less colleagues out of the business at any one time.

7.3.2 **eLearning content** is expensive – according to industry benchmarks, producing just one hour of online learning content typically requires 100–160 hours of development time and costs approximately £16,000. By delivering this capability internally, the team not only ensures tailored, timely training but also generates substantial cost savings and operational efficiency.

7.3.3 Bespoke learning pathways such as ‘See it, report it’, ‘Customer service – Making a difference’, ‘Managing Safely annual refresher’, would have accrued a significant cost if designed externally, and the new ‘Housing & regulation essentials’ course would have cost at least £40,000, and possibly more due to its bespoke nature.

7.3.4 By developing internal training capabilities and certifying staff through accredited Train the Instructor programmes, WH has saved around **£200,812** over **two years**. This reduced dependence on costly external providers, enabling the delivery of effective training while supporting the organisation’s Value for money strategy and ensuring financial sustainability. More details of this work can be found appended to this report in **Appendix 8**.

8.0 **Legal and regulatory implications**

8.1 The Social Housing (Regulation) Act 2023 introduced significant changes for the social housing sector, including the Competence and Conduct Standard; now expected late 2025. This standard necessitates that all staff involved in housing management services are fully skilled and performing effectively to meet the enhanced regulatory requirements.

9.0 **Human resources implications**

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

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 Local residents are encouraged to apply for the opportunities available as we continue to support the Council's commitment to the city: specifically, to providing opportunities for the young people of the city.
- 13.2 Local residents are benefitting from investment in skills leading to better employment opportunities and prospects.

14.0 Long term consequences for the company

- 14.1 The activities of the L&OD team raise the profile of the organisation as an employer of choice and enhance WH's reputation as an award-winning employment provider within the city.
- 14.2 Equipping customers with further skills and training promotes job prospects, which in turn allows customers to be better able to maintain their tenancies and be prepared for changes to welfare provisions.

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

- 15.1 The provision of best-in-class and fit-for-purpose people development opportunities aligned to the Consumer standards will have a positive impact on relationships with suppliers, customers, and others through improved skills and competencies shown by the workforce, improving the quality-of-service provision.

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**

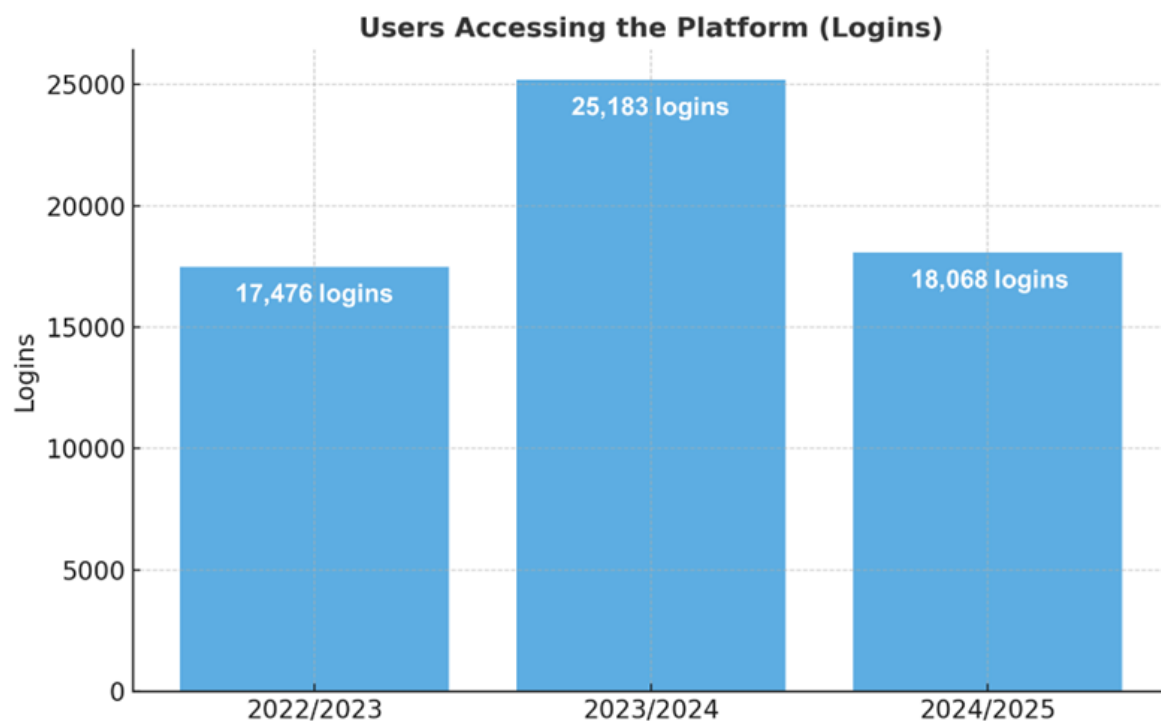
17.0 List of Appendices

- 17.1 Appendix 1: Digital learning
- 17.2 Appendix 2: Face-to-face / virtual learning
- 17.3 Appendix 3: Mentoring programme

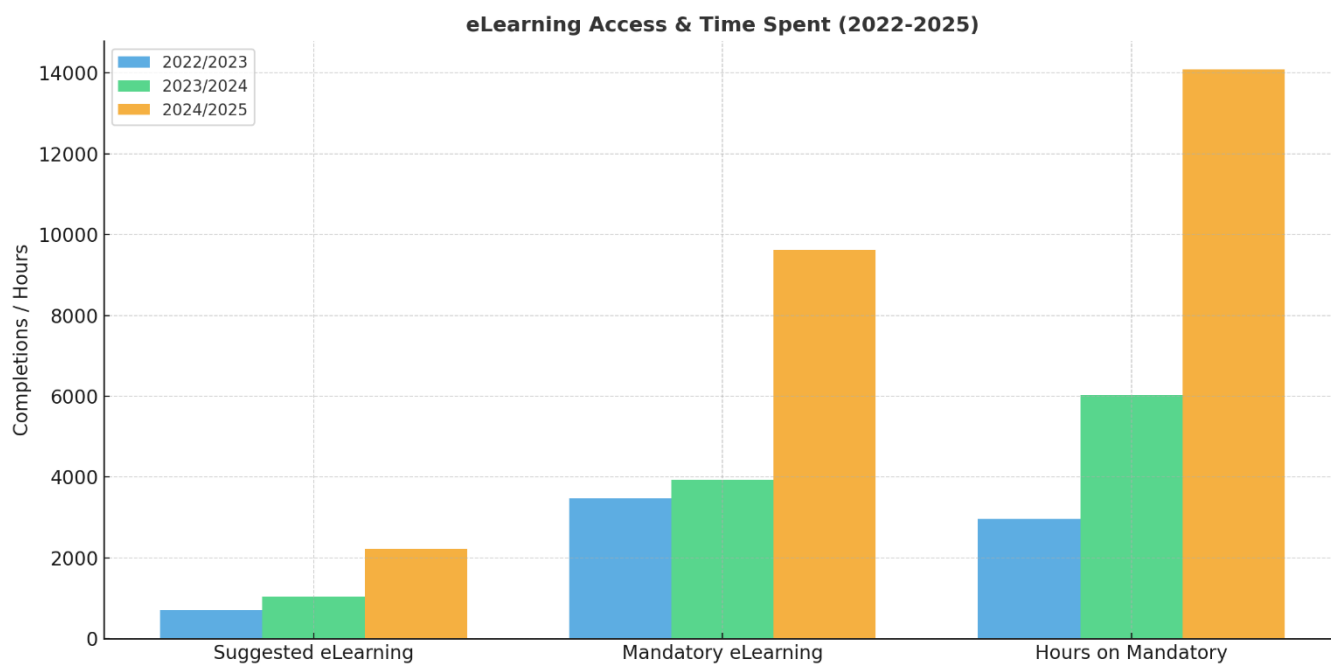
- 17.4 Appendix 4: LNA results
- 17.5 Appendix 5: Apprenticeship programmes
- 17.6 Appendix 6: REACH programme
- 17.7 Appendix 7: Evaluation trends and participant feedback
- 17.8 Appendix 8: In-house v's external provider cost savings and efficiencies

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



DIGITAL LEARNING HIGHLIGHTS



Log in activity

Logins have dropped from 25,183 in 2023/24 to 18,068 in 2024/25 (28% decrease), although completions have increased over 100%



Mandatory learning

9,626 'mandatory' courses completed in the year; an increase of 144% on the previous year



Mandatory hours

14,090 hours spent completing 'mandatory' eLearning; up 133% from 6,034 in 2023/24



Suggested learning

2,223 'suggested' lessons completed, compared to 1,044 in 2023/24; an increase of 112%



Exciting times

Refreshed self-serve course bookings due summer 2025, alongside improved Manager dashboards



Stay connected

Make logging into MLH a regular activity - don't save it just for 'mandatory' training

Table 1: Top viewed content

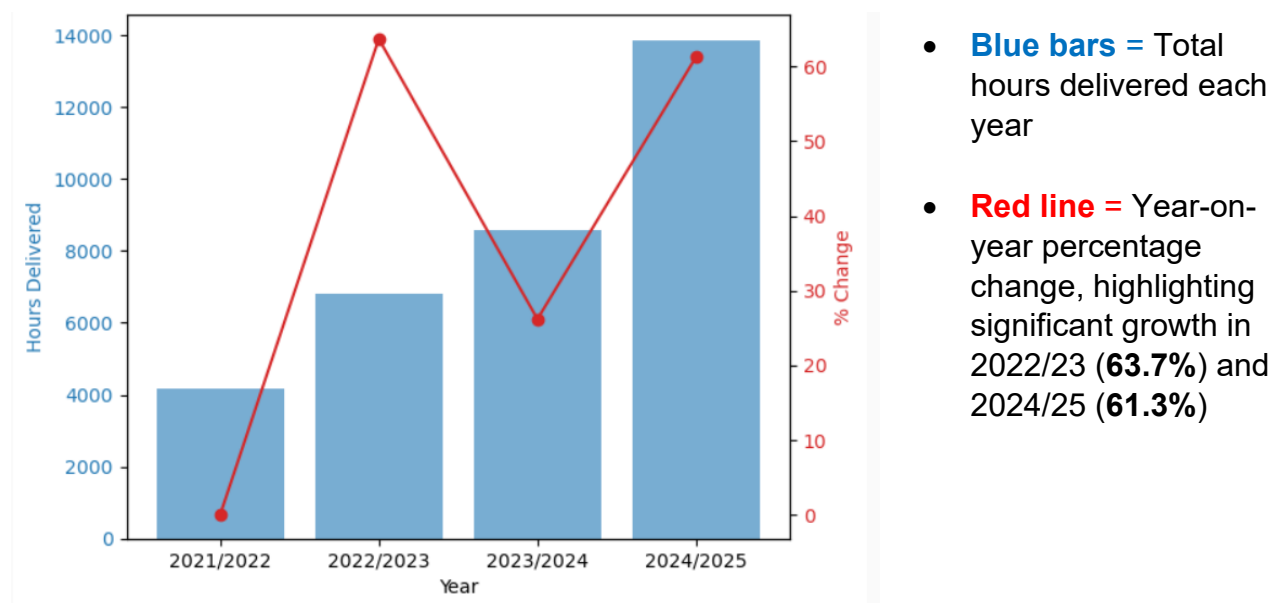
LESSON	COMPLETED USERS
A guide to the new Learning Hub	309
PeopleSafe - Personal Protection Training	119
A virtual tour of our working hubs	112
One to One discussion	104
Agresso - Amending Absences	69
Policy document - Equality, Diversity and Inclusion Strategy 2021 - 2023	67
My Learning Hub - Manager view	47
My Account - How to make a connection	46
Responding to customers	43
My Account - How to register	42
My Account - How to apply to bid on properties	39
My Account - How to bid for properties	37
Personal development plan (PDP) template	33
Agresso - Driver & Vehicle check form	30
Mentoring first meeting checklist	28
CV - Blank template document	24
Mentoring agreement	24
Mentoring - Mentoring at WH	22
Mentoring monitoring form	22
One-to-ones - Toolbox for managers	19
Values based 121 form	19

Mandatory eLearning catalogue



Appendix 2: Face-to-face / virtual learning

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



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:

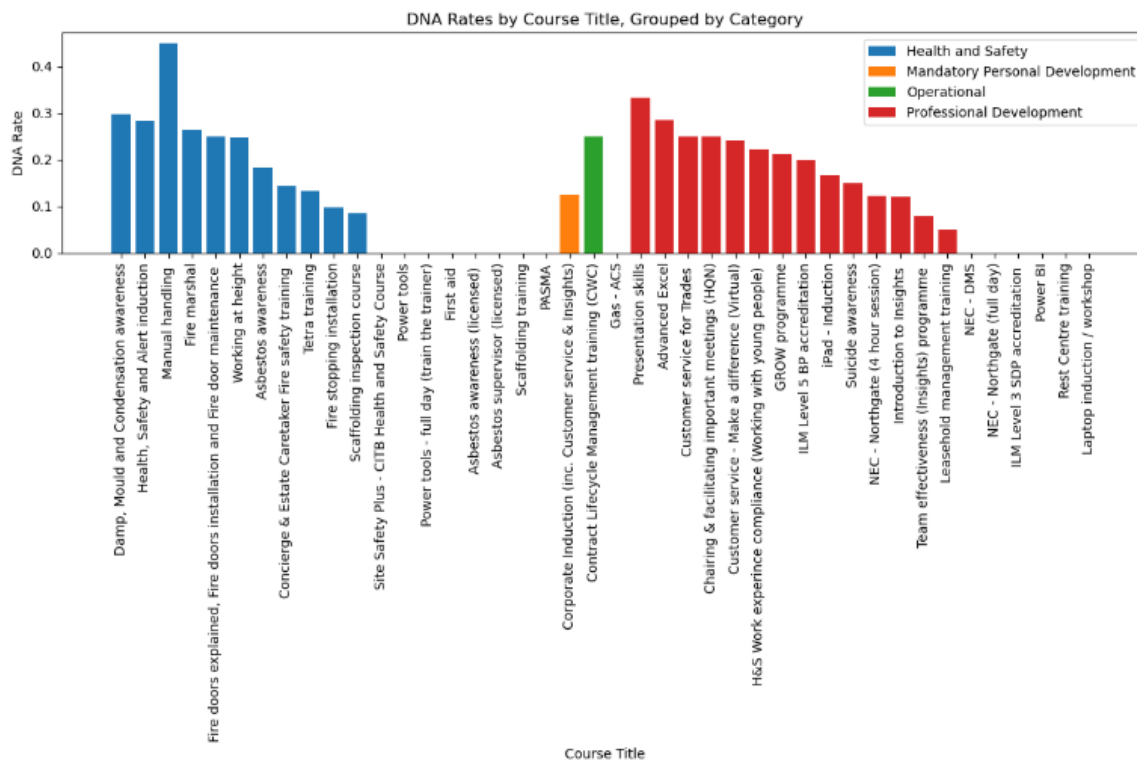


Table 2: Detailed breakdown of courses delivered by category

Category:	Course title:	Duration (hours)	Total attendance	Total non-attendance	Total hours	Total invited	DNA Rate
Health and Safety	Manual Handling	3	27	22	81	49	44.9%
Health and Safety	Damp, Mould and Condensation awareness	3	45	19	135	64	29.7%
Health and Safety	Health, Safety and Alert induction	3	43	17	129	60	28.3%
Health and Safety	Fire Marshal	3	14	5	42	19	26.3%
Health and Safety	Fire Doors Explained, Fire Doors Installation and Fire Door Maintenance	21	57	19	1197	76	25.0%
Health and Safety	Working at Height	3	61	20	183	81	24.7%
Health and Safety	Asbestos Awareness	6.5	327	73	2125.5	400	18.3%
Health and Safety	Concierge & Estate Caretaker Fire Safety Training	2	36	6	72	42	14.3%
Health and Safety	Tetra training	7	39	6	273	45	13.3%
Health and Safety	Fire Stopping Installation	14	46	5	644	51	9.8%
Health and Safety	Scaffolding Inspection Course	7	32	3	224	35	8.6%
Health and Safety	Site Safety Plus CITB Health and Safety Course	7	1	0	7	1	0.0%
Health and Safety	Power tools	2	8	0	16	8	0.0%
Health and Safety	Power tools - full day (train the trainer)	7	4	0	28	4	0.0%
Health and Safety	First Aid	7	4	0	28	4	0.0%
Health and Safety	Asbestos Awareness (licensed)	7.5	1	0	7.5	1	0.0%
Health and Safety	Asbestos Supervisor (licensed)	7	2	0	14	2	0.0%
Health and Safety	Scaffolding training	5	6	0	30	6	0.0%
Health and Safety	PASMA	8	3	0	24	3	0.0%
19	Running total		756	195	5260	951	12.8%

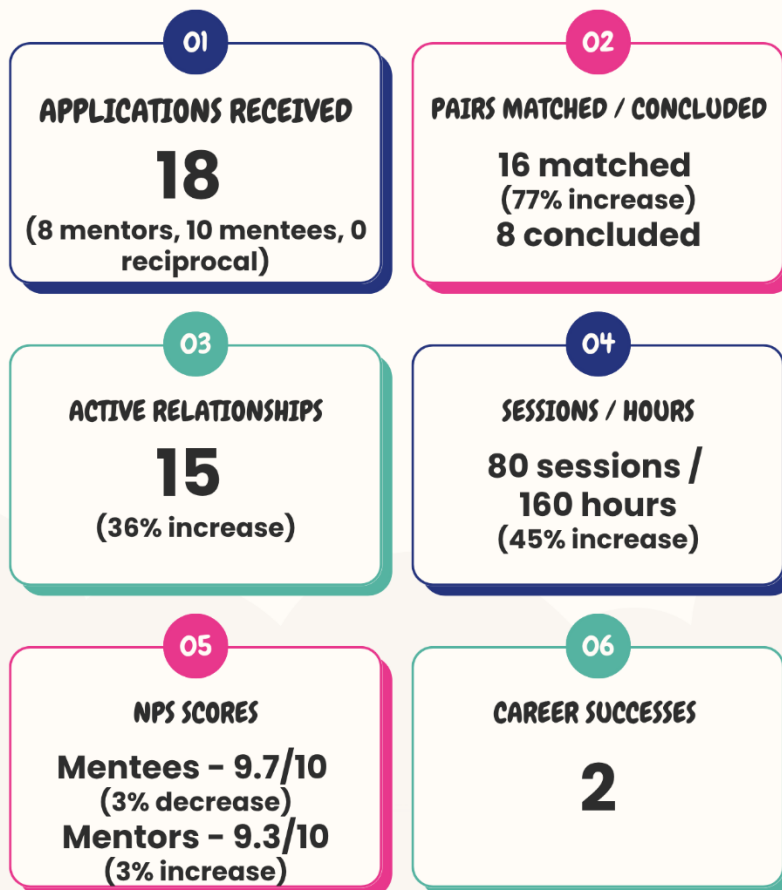
Category:	Course title:	Duration (hours)	Total attendance	Total non-attendance	Total hours	Total invited	DNA Rate
Operational	Contract Lifecycle Management Training	1.5	18	6	27	24	25.0%
Operational	Gas - ACS	8	3	0	24	3	0.0%
2	Running total:		21	6	51	27	12.5%

Category:	Course title:	Duration (hours)	Total attendance	Total non-attendance	Total hours	Total invited	DNA Rate
Professional Development	Presentation skills	3	2	1	6	3	33.3%
Professional Development	Advanced Excel	3	10	4	30	14	28.6%
Professional Development	Customer Service - Trade toolbox talks	5	15	5	75	20	25.0%
Professional Development	Chairing & Facilitating Important Meetings HQN	4	12	4	48	16	25.0%
Professional Development	Customer Service - Make a Difference	4	66	21	264	87	24.1%
Professional Development	H&S Work Experience Compliance	2	7	2	14	9	22.2%
Professional Development	GROW programme	3	26	7	78	33	21.2%
Professional Development	ILM Level 5 BP accreditation	21	24	6	504	30	20.0%
Professional Development	iPad - Induction	4	5	1	20	6	16.7%
Professional Development	Suicide Awareness	0.75	34	6	25.5	40	15.0%
Professional Development	Corporate Induction (inc. Customer service & Insights)	7	42	6	294	48	12.5%
Professional Development	NEC - Northgate (4 hour session)	4	107	15	428	122	12.3%
Professional Development	Insights	3	22	3	66	25	12.0%
Professional Development	Insights Programme	15	199	17	2985	216	7.9%
Professional Development	Leasehold Management training	3	39	2	117	41	4.9%
Professional Development	NEC - DMS	1.5	15	0	22.5	15	0.0%
Professional Development	NEC - Northgate (full day)	6	3	0	18	3	0.0%
Professional Development	ILM Level 3 SDP accreditation	18	192	0	3456	192	0.0%
Professional Development	Power BI	14	4	0	56	4	0.0%
Professional Development	Rest Centre training	1.5	3	0	4.5	3	0.0%
Professional Development	Laptop Induction / Workshop	4	2	0	8	2	0.0%
21	Running total:		829	100	8519.5	929	13.4%

Table 3: NEC – Housing training-related activity delivered year on year: most notably in the last year, almost a third of sessions were delivered to colleagues at both the City Council and the TMOs.

Year	Attendees	Sessions	Average	Non-WH session	% Non-WH session
2021/22	7	1	7	0	0%
2022/23	110	46	2	7	15%
2023/24	90	52	2	12	23%
2024/25	111	56	2	18	32%
Total	318	155	-	37	-

Appendix 3: Mentoring programme



"I also found the confidence to apply for a new job and was able to secure it, and with their support, I am certain I would not have had the faith in myself to achieve that".

"I feel a lot more confident and have taken on bigger opportunities... something I wouldn't have dreamt of before".

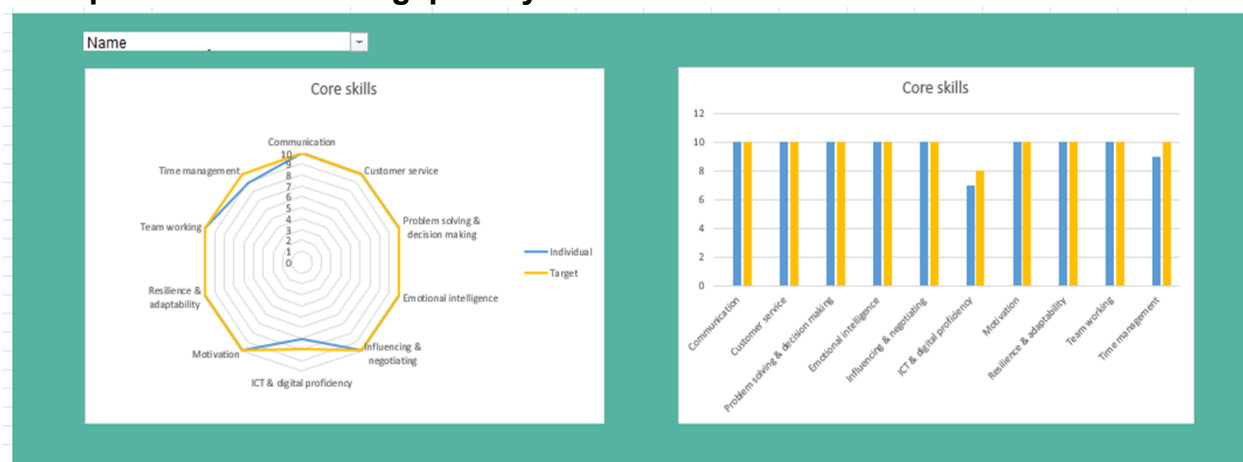
"I am a much more well-rounded individual and a more valuable asset to Wolverhampton Homes. This will not only benefit me, but the colleagues I work with and the environment I work in".

Appendix 4: LNA results

Example skills matrix

	A	B	C	D	E	F	G	H	I	J	K
1	Department 1/1/2001	Skill 1	Skill 2	Skill 3	Skill 4	Skill 5	Skill 6	Skill 7	Skill 8	Skill 9	Skill 10
2	Worker 1	1	1	3		2		1	4	1	
3	Worker 2		2	3		4		1	1	1	
4	Worker 3	4	2	1		1		2	2	3	
5	Worker 4	4	4	4	4	2	3	2	3	4	4
6	Worker 5		3		3		3	3			
7	Worker 6	1	2		2	3	1	1			
8	Worker 7	3	2		2	2		1	1	1	1
9	Worker 8			3		4		4		1	
10	Worker 9	1	2		1		1				
11	Worker 10	1			1						
12	Open										
13	Open										
14	Backup 1		1		2						
15	Backup 2		3		3		2				
16	Open										

Example Individual skills gap analysis



LNA thematic skills gaps by directorate



Appendix 5: Apprentice programmes

1: Apprentices on programme

	2021	2022	2023	2024
Trades	5	4	9	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)	6
Learning & Development Consultant Business Partner (Level 5)	2

3: Apprentice completions during 2024/25

Apprenticeship Standard	Number
Level 2 Carpentry and joinery	2
Level 3 Installation and maintenance electrician	1
Level 3 Safety, health & environment technician	1

4: Apprentice completions during 2025/26

Apprenticeship Standard	Number
Level 3 Installation and maintenance electrician	1
Level 2 Roofing	2
Level 2 Property maintenance operative	2
Level 3 Plumbing and domestic heating technician	4
Level 2 Plastering	1
Level 3 Business administration	3
Level 2 Carpentry and joinery	1

5: Permanent employees completing apprenticeships during 2025

Apprenticeship Standard	Number
Fire Safety Inspector (Level 4)	4
Learning & Development Consultant Business Partner (Level 5)	2

Appendix 6: REACH programme



“My time on the REACH programme was very good as it taught me quite a lot of key skills and previous to this programme I struggled with communication and meeting new people however over the six weeks I learned a lot from this and now implement everything I did on the course in my daily routine in the workplace. It brought a new chapter in my life where I’ve never been before, and I wouldn’t be in the position I am in now if it wasn’t for this programme and the team. It has opened many opportunities for me, and I am very grateful for the likes of Vicky who supported me through my time on the programme and my interview preparation. I managed to get a full-time job with Wolverhampton Homes at the end of the course.”

Appendix 7: Evaluation trends and participant feedback

1. eLearning



NPS = 8.3



18.9% knowledge

Notable feedback:

"I don't think you could possibly improve on this course, it was fantastic and covered absolutely everything one would need to know to be a customer service expert!"

"It was a good course as there was humour in it, so it made it easier to digest!"

"It was great and very informative. Felt the course was spot on."

Constructive feedback:

"The timings on the quizzes were too fast and didn't cater for those with visual or learning impairments."

Author's response: We have removed all timings on quizzes, allowing learners more reading / thinking time.

Constructive feedback:

"Some courses would benefit from being broken down into smaller sections."

Author's response: We have introduced a content menu in which learners can skip to content already covered. For larger courses, we now use a modular format, removing the need for pathways.

2. NEC – Housing



NPS = 9.5



70.8% knowledge

Notable feedback:

"Great trainer, good flow to the course and nice training environment"

"Well paced and presented well by Calvin."

"The training provided was good and informative and the task section was especially helpful as it challenged me to have a bit of practice manoeuvring around NEC to find the correct information."



3. Learning & development



NPS = 9.5

Notable feedback:

"Ben and Sian do a great job and it's a pleasure to be in their company."

"I enjoyed the activities and there was a good balance of theory and practical."

"I felt the course was very well planned out and informative, I can't think of any way it can be improved."



**51.7% knowledge &
33.3% confidence**



Constructive feedback:

Constructive feedback received is random and mostly subjective, ranging from "more biscuits" to "more interaction".

Appendix 8: In-house v's external provider cost savings and efficiencies

1. Working at height

Activity	Actual saving	Actual cost	Potential cost
2023/24 Basic WAH/Safety harness course			£165 ppn
2023/24 WAH Instructor course (2 instructors)		£1,590	
2023/24 In-house training delivered to 215 learners	£33,885		
2024/25 In-house training delivered to 61 learners	£10,065		
Total savings to date	£43,950		

2. Tetra

Activity	Actual saving	Actual cost	Potential cost
2023/24 Tetra course – external supplier			£165 ppn
2023/24 Tetra Instructor course (2 instructors)		£1,590	
2023/24 In-house training delivered to 49 learners	£6,495		
2024/25 In-house training delivered to 39 learners	£6,435		
Total savings to date	£12,930		

3. Managing safely

Activity	Actual saving	Actual cost	Potential cost
2023/24 External in-person delivery – 144 learners			£72,000
In-house design & delivery – 144 learners		£3,137.40	
2023/24 Savings from in-house in-person delivery	£68,863		
2024/25 In-house training delivered to 0 learners *	£0		
Total savings to date	£68,863		

* Zero delivery 2024/25 due to lack of capacity in both WH and CWC H&S teams

4. Customer service – Making a difference

Activity	Actual saving	Actual cost	Potential cost
External in-person delivery – 35 days (70 sessions)			£47,600
2023/24 In-house design		£4,885	
2023/24 In-house in-person delivery (402 learners)	£42,715		
2024/25 In-house in-person delivery (66 learners) *	£4,760		
2024/25 In-house delivery in Corporate Induction	£5,440		
Total savings to date	£52,915		

* This was virtual delivery via MS Teams so operational downtime cost saving applies

5. Customer service for Trade colleagues

Activity	Actual saving	Actual cost	Potential cost
External design and pilot		£5,000	
External in-person delivery – 1 day (2 sessions)			£1,360
2024/25 In-house design		£1,330	
2024/25 In-house in-person delivery (15 learners) *	£30		
Total savings to date	£30		

* This piece of work will continue into 2025/26 where the significant savings will be realised

6. HR for managers, supervisors and team leaders

Activity	Actual saving	Actual cost	Potential cost
External design			£6,925
External in-person delivery – 2 days x 8 groups			£36,000
2024/25 In-house design		£6,215	
2024/25 In-house in-person delivery (0 learners) *	£0		
Total savings to date	£710		

* This piece of work will continue into 2025/26 where the significant savings will be realised

7. Other topics where delivery has been brought in-house

Activity	Actual saving	Actual cost	Potential cost
Power Tools – Makita train the trainer to bring delivery in-house and delivery to 8 WH learners *	£462	£770	£1,232
Damp, mould and condensation – delivered in-house monthly to new hires	£6,600	£0	£6,600
Building team effectiveness programme (Insights) for 6 cohorts *	£15,062	£4,438 (Design)	£19,500
Total savings to date	£22,124		

* This piece of work will continue into 2025/26 where the significant savings will be realised

8. Savings realised In-house v's external providers

Activity	Actual saving	Actual outturn	Budget
2023/24 in-house v's external savings realised	£151,958	£210,051	£235,000
2024/25 In-house v's external savings realised	£48,854	£159,460	£235,000 *
Total savings to date	£200,812		

* This was Reforecast to £210,000 in quarterly budget review and £25,000 (10.6%) returned