

# Wandle Corporate Strategy

2022 - 2025



## Foreword

### Tracey Lees, Wandle Chief Executive and Valerie Vaughan-Dick, MBE, Chair of the Board

Founded in 1967 as the Merton Family Housing Trust, we have since grown into an organisation with over 7,000 homes across nine south London boroughs. In 2017, Wandle celebrated its 50th birthday and just a few months later we began a significant transformation programme that would see an overhaul of the old legacy systems and put in place modern, fit for purpose systems that would mean our customers would have online access to their accounts and the services we deliver.

We also began work on our Target Operating Model (TOM), a five-year strategy that would see us use the investment in technology as an enabler to deliver improved services to our customers. The TOM was set to run from April 2019 to the end of March 2024 and was very ambitious.

We made excellent progress in the first twelve months laying the foundations for the further changes to come and then in early 2020, the Covid-19 pandemic hit. The pandemic has continued to have an effect that impacts our business just over two years later, particularly in respect of the volume of repairs and increased costs associated with delivering repairs

We have faced significant challenges as an organisation and are proud of the resilience we have shown. We face some significant pressure on our finances and governance, and subsequently our revision to a compliant G2 grade from the regulator reflected this impact. This was followed up with a regulatory notice following a declaration that we made in respect of issues we identified in applying the rent decrease from 2016.

In addition over the last few years our customer satisfaction results haven't been good enough and this is reflected in the volume of complaints we have been receiving, although we have begun to see improvements in this performance as a consequence of our improvement activity.

But we have many reasons to feel optimistic about the future. This strategy clearly sets out our direction of travel, showing the key activities and impacts on performance so we can hold ourselves more accountable – and our customers can better hold us to account.

We have already been putting improvements in place to deliver positive outcomes, and this strategy builds on the work already in place.

In addition the appointment of our new Chair and several new Board members has presented us with the opportunity to review our Target Operating Model and the impact of the disruptions caused by Covid and Brexit. Our services have never been in such high demand, which makes it all the more important to use our resources carefully to do as much as we can to help those who need it. Our size and location puts us in a unique position to achieve our ambitions as a local, independent, community-based housing association.

Resetting our Corporate Strategy will help us show we will deliver on our mission over the next three years. It will not be easy but we have shown outstanding resilience and desire to support people across south London who need a home for over 50 years, and I have no doubt in our abilities to be successful for the next 50 years and more.



Tracey Lees



Valerie Vaughan-Dick, MBE

# Introduction

## Kybor Carlsen, Chair of our Customer Excellence Panel



The Customer Excellence Panel is an independent group of engaged tenants and leaseholders that co-regulate housing management services for Wandle.

As the Chair of the panel, and a Wandle tenant for the past 20 years, I am committed to strengthening the relationship between Wandle and customers (tenants/leaseholders) because effective communication and good quality services will improve our homes and enhance our lives.

The panel have worked with Wandle to review this strategy and the key priorities within it and will constructively challenge and hold Wandle to account for the effective delivery of these over the next 3 years. As Chair, I intend to keep the panel focused and functioning effectively to ensure that the decisions that are carried out positively impact customers and our communities.

# Purpose and Vision



## Our purpose

Supporting people, across south London, who need a home



## Our vision

Providing homes to be proud of and services you can trust

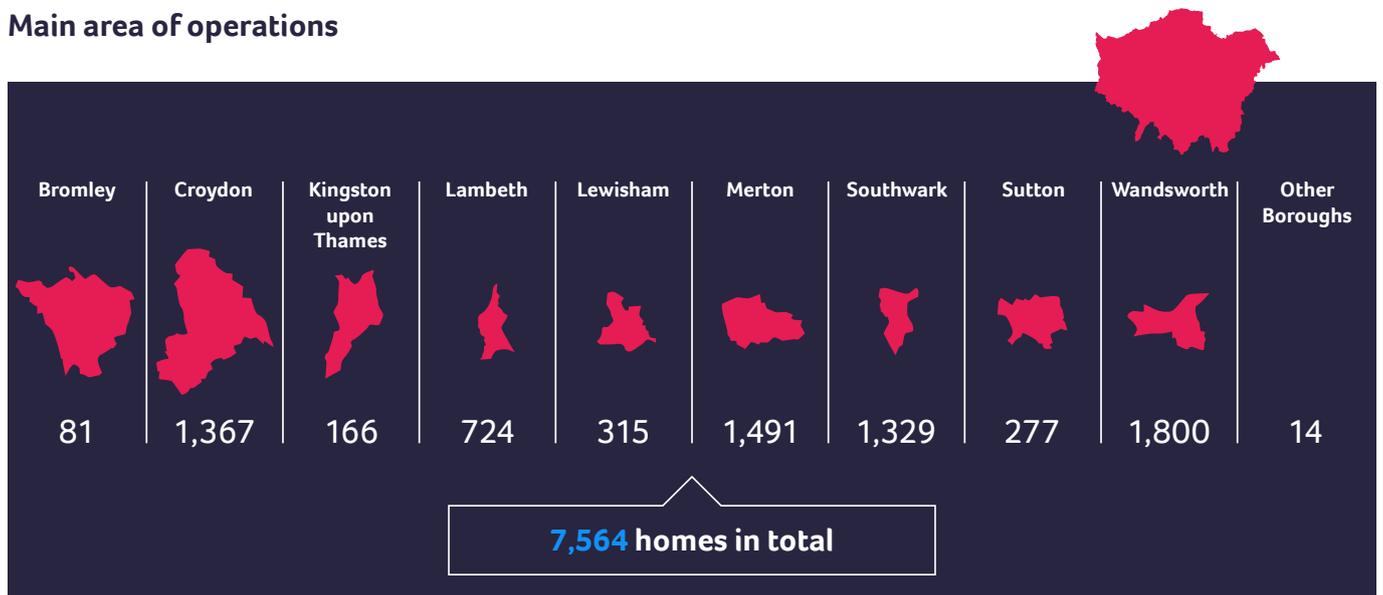
# Introduction

Founded in 1967 as the Merton Family Housing Trust, and in response to Cathy Come Home, we have since grown into an organisation with over 7,000 homes across nine south London boroughs providing homes for rent (social and affordable), shared ownership, outright sale, and supported housing. We also have a small portfolio of commercial properties and garages.

We see our purpose as supporting people, across south London, who need a home and we are helping to tackle the shortage of good quality affordable housing by providing homes for people most in need of housing.

We want to be a good landlord and contribute to building strong communities in south London and deliver against our vision 'Homes to be proud of and services you can trust'.

## Main area of operations



Wandle has defined **five shared values** which are statements of what we stand for and what we expect from our people. Our values are the statements we hold ourselves and others accountable to.

They are a reminder of the promises we make to our customers:

<p><b>Aim high</b></p>		<p><b>Own it</b></p>		<p><b>Think Customer</b></p>	
<p><b>Work together</b></p>		<p><b>Build relationships</b></p>			

Within this Corporate Strategy we have set ourselves **three strategic themes** to support the delivery of our purpose.

The strategic themes are the areas that will receive significant focus and drive. These are underpinned by our three enabling objectives – critical activities without which we will not be able to deliver our themes.



We will deliver our 2022 to 2025 themes and enabling objectives through our business planning and six core supporting strategies. Progress will be monitored by our Executive team and Board on a monthly and quarterly

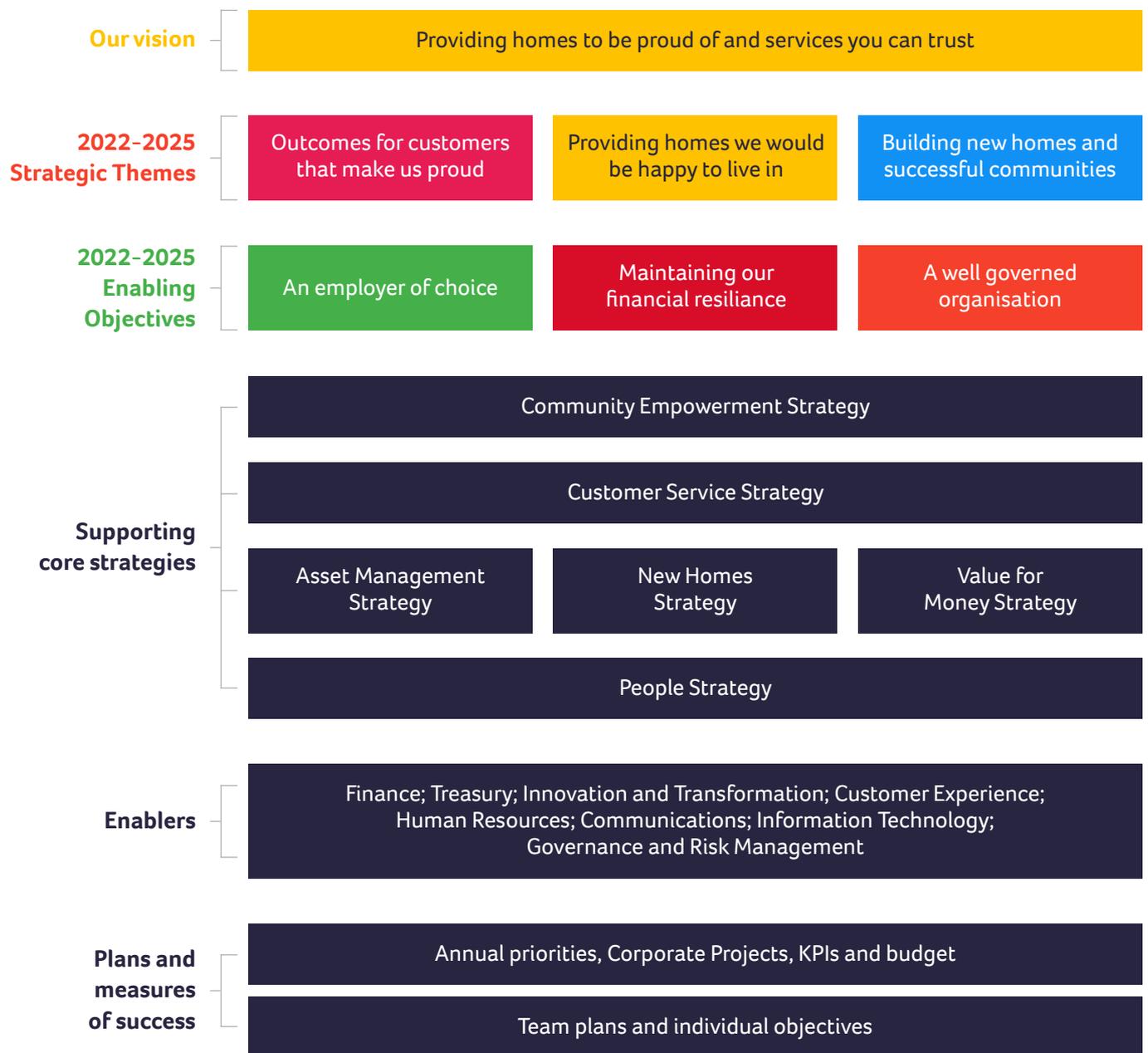
basis, and to our Customer Excellence Panel every six months. We will report on our annual progress both to our Board and to all of our customers and other external stakeholders via our Annual Report.



# Introduction

We will deliver our 2022 to 2025 themes and enabling objectives through our business planning and six core supporting strategies. Progress will be monitored by our Executive team and Board on a monthly and quarterly basis, and to our Customer Excellence Panel every six months. We will report on our annual progress both to our Board and to all of our customers and other external stakeholders via our Annual Report.

The Strategy will be reviewed annually and as part of the review we will feedback on our success against the activities and performance, Our learning will lead to revised activities and targets over the life of the strategy which is why there is more detail provided for the activities within the early part of the strategy.



# The beginning of our journey

Our Target Operating Model (TOM) was launched in April 2019 with five main themes. This Corporate Strategy takes the TOM 'Our Customers' theme and splits it into the three strategic themes. The organisation and people management themes are also continued and set out in the enabling objectives.

As a result of the TOM there are a number of improvements we have already put in place or are nearly finalised, and will contribute to the improved outcomes for customers that we are driving within Wandle.

The key improvement activities already undertaken are set out below:



- ✓ Creation of the Customer Excellence Panel, and training for the members of the panel
- ✓ Creation of a customer focussed task and finish group aimed at driving improvements to services, and the creation of a customer committee that will report directly to the Board
- ✓ Launch of MyWandle, providing customers with the opportunity to self serve
- ✓ Creation of a new Customer Service director, bringing all the customer-facing activities under a single team and director
- ✓ We carried out an external review of our governance arrangements and have begun implementation of recommendations identified from the review
- ✓ We carried out a leadership management programme to support the introduction of a leadership charter
- ✓ Recruited a new chair and new board members
- ✓ Created a treasury strategy and begun implementation of the key actions
- ✓ Created a new homes strategy and begun implementation of the key actions
- ✓ Created a damp and mould working group to focus on all damp and mould issues reported by our customers
- ✓ Undertaken an outbound programme of calls to support vulnerable customers during the various covid lockdowns
- ✓ Created an equality and diversity working group to improve our approach to equality, diversity and inclusion (EDI)
- ✓ Approved our Customer Empowerment strategy and begun its implementation
- ✓ Commenced our partnership with the Institute of Customer Service to help drive the service culture changes needed
- ✓ Implemented a new customer service survey to reflect the tenant satisfaction measures being introduced by the regulator of social housing
- ✓ Concluded the implementation of our Stream IT programme
- ✓ Overhauled our approach to domestic abuse working with the Domestic Abuse Housing Alliance
- ✓ Created our helping hand fund to support residents by providing vouchers for food and basic household items
- ✓ Increased the resources in our customer facing teams and the amount of money we spend on repairs
- ✓ Put in place changes to our repair appointments leading to a reduction in cancellations and changes
- ✓ Carried out a review of how we carry out the annual review of service charges and began implementation of a series of improvements

## STRATEGIC THEME 1 – *Outcomes for Customers that make us proud*



Services to our customers have not been at a level that has been acceptable in recent years and we need to be much better at consistently delivering services and rebuilding trust. We have invested in our systems and people, and our goal is now to achieve better outcomes for our customers.

Work under this strategic priority will include:

**Think Customer** – Delivering better services is our number one priority, and we will ensure that as a starting point customers know who to contact and how to contact them, and a commitment of our standards so customers know what to expect from us. We will be more accessible and visible than we have been, carrying out far more frequent visits to our estates and homes and giving customers the opportunity to work with us to identify issues and resolutions.

We will ensure all of our employees receive the appropriate levels of training to ensure they can deliver good quality services. Where we make mistakes we will ensure these are put right quickly and we will learn from them to avoid customers experiencing the same mistakes repeatedly.

**Overhauling our repairs service** – We will conclude the review of our repairs service by Spring 2022 and will begin implementation of our new arrangements to conclude by October 2022. In the meantime, we will continue to implement improvements so that we complete more repairs right first time and residents experience less disruption in respect of appointments.

**Community empowerment** – Resident empowerment is a key strategic priority that aligns with our value to “*think customer*” and the TOM principle to put customers at the heart of what we do. Resident engagement is a core component of empowerment and our customer experience.

The strategic focus in our approach ensures that there is a direct correlation between our engagement activities and improving customer experience, with our actions being underpinned by our vision of “*Homes to be proud of and services you can trust*”.

To embed a culture that values the voice and experience of our residents and strengthen our relationship with them, we have adopted the National Housing Federation Together with Tenants Charter. The Charter for Social Housing Residents echoes many of the commitments made in the Together with Tenants Charter, particularly on tenant voice, relationships, accountability, quality, and complaints.

In our effort to be more than a landlord, our commitment to invest in the communities that we operate in needs a strategic approach. In addition, we need to maximise the social value we receive from the contracts we award.

At the end of the life of this Corporate Strategy we aim to have rebuilt trust with our customers and be delivering a more consistent and high quality service. Customers will see a fundamental change in how responsive and engaging we are and we will be able to demonstrate how listening to customers has changed the way we deliver services. Communication and ownership will have improved significantly.

## STRATEGIC THEME 2 – *Providing homes we would be happy to live in*



The current Asset Management Strategy (AMS) expires in 2022. There is need to develop a new strategy that meets the challenges the social housing sector now need to contend with;

- Fire Safety Act 2021
- New Building Safety Bill
- The proposed changes to the Decent Homes Standards
- The Decarbonisation agenda
- Pressures on responsive repairs services (resulting in increase in disrepair cases)
- Regulatory challenges arising from the Social Housing white paper.

The new AMS will respond to these challenges and will aim to build on the previous AMS “Sustainable assets, Quality homes” with a focus on creating the framework for Wandle’s active management of its property portfolio; improving the quality of our customers homes and articulating the approach for optimising our assets to support our corporate strategy objectives using active asset management to achieve value for money.

Work under this strategic priority will include:

**Quality Lifetime homes** – We aim to provide quality homes where our customers can thrive. We will have a quality standard for our customers’ homes and will ensure we are investing to ensure this standard is maintained and our customers feel happy and safe. We will also listen to customers feedback and learnings from our equality, diversity and inclusion work to ensure this is reflected in our approach to lifetime homes.

**Compliance** – We will ensure that properties are safe, secure and compliant. We will ensure our servicing and testing regime remains at high levels of performance and any issues identified are resolved in a timely manner. We will work with our customers to ensure they can keep themselves and their neighbours safe, and that materials we use within homes are the safest available.

**Asset Decarbonisation** – We will be reducing the carbon footprint of our homes whilst supporting residents in fuel poverty. We will be adopting a fabric first approach and ensuring our supply chain has, and delivers against, a set of carbon targets. We will be carrying out energy studies, implementing recommendations and looking at how new technologies can support our ambition.

**Asset and Service Planning and Intelligence** – We will understand our customers and their homes to leverage and optimise asset performance. This will include visiting our properties more regularly, more effective contract management, and more data insight and analysis to ensure our customers homes are receiving the right level of investment and this investment reflects value for money.

We recognise that for some of our residents, investment into homes and keeping people safe means that this also represents a cost to them. We will ensure that where this is the case, we will be open and honest about the costs and explore with them opportunities to minimise the financial impact on them, through applications for grant or other forms of funding.

At the end of the life of this strategy our customers homes will be more fuel efficient and kept to a consistently higher standard. Customers will feel that their homes are safer, be kept better informed about investment into their homes and there will be greater transparency and information regarding the investments into our properties.

## STRATEGIC THEME 3 – *Building new homes and successful communities*



London and the communities we serve continue to face severe hardship and the impact of inflation and fuel costs means that some families who previously lived in private rented or owned their home may find themselves seeking our assistance. Wandle is seeking to be a partner of choice with our key local authorities, building new homes to help reduce some of the housing pressure.

This will be guided by our key growth principles:

- **Strategic Fit** – Deliver more homes which are genuinely affordable, safe, sustainable and well-designed within core operating areas.
- **Financial Viability** – Deliver more homes while achieving value for money and minimising the use of working capital.
- **Risk and Deliverability** – Deliver more homes, utilising Wandle’s expertise and resources, and minimising risk and exposure.

Wandle’s growth aspirations will focus on Social Rent and Shared Ownership. These tenures best align to Wandle’s core competencies, key strategic value propositions, appetite for risk and the GLA’s latest Affordable Homes Programme (2021-26). Other tenures will be considered on a case-by-case basis (assessed against the Growth Strategy key principles).

A blend of s106 and land led schemes will be the focus of immediate future growth. Other delivery routes (e.g. stock transfer / acquisitions, Joint Venture (JV) opportunities and package deals) will be considered on a case-by-case basis (again, assessed against the Growth Strategy key principles).

Smaller sized developments (i.e. 20 to 60 homes) are considered to best align with Wandle’s current growth aspirations, recent performance, current skills, and experience and expected competitiveness in the market.

There is also an opportunity for Wandle to explore the potential to establish a form of strategic partnership working with other south London registered providers and local authorities where Wandle has a greater influence. This form of delivery could supplement Wandle’s direct delivery.

Work under this strategic priority will include:

**Resourcing our development pipeline** – We will appoint and ensure we have adequate business and project development staff to carry out acquisitions and site feasibility to ensure we have a strong pipeline of opportunities. We will also review existing governance controls and arrangements and ensure they are fit for purpose.

**Build quality and standards** – We will revise our employer requirements and design brief to reflect the Future Homes Standard and ensure new homes are carbon net zero ready, without need for future remedial works using modern methods of construction to support sustainability and build quality, and engaging appropriate design and construction partners. Finally we will develop an approach to the golden thread of design applying our own Building Information Modelling approach.

**Building more homes** – We will run our ‘build more homes’ pilot to deliver an additional 75 homes, securing partnership arrangements with local authorities and registered providers to pool resources for additional homes. Once the pilot is concluded, if the evidence supports a full roll out, we will look to implement this.

**Securing development opportunities** – We will put in place development appraisal hurdles to support development gateways, recruit staff with the appropriate skills and experience to carry out site feasibilities (incl. hidden homes) and build key relationships within the market. We will relaunch our growth ambitions and consult main stakeholders on the key aspects of our new homes strategy.

At the end of the life of this strategy we will have seen a significant growth in our new homes programme with new homes that are built to take account of future challenges around building safety and zero carbon.

# ENABLING OBJECTIVE 1 – *An employer of choice*



We recognise that our people are the key to delivering our purpose and vision. We want to get the right people at the right time, and provide an environment where they grow and develop to achieve our purpose. We want to create a great place where people are not only proud to work, but feel like they belong. Wandle will be seen as a compassionate organisation in the way its leaders work with staff, customers and stakeholders.

Key areas of focus are:

- **People Strategy** – The working world has changed significantly since we wrote our last people strategy in 2018. We will produce a new strategy that supports the corporate strategy delivery. This will look at how we work, and how we attract and retain the right people to deliver our services, including reward and remuneration, and how we will achieve our Investors in People ambitions and compete for the best companies to work for.
- **New office and hybrid working** – We will move to a new office in 2022 and put in place new working arrangements that balance the needs of our customers and employees
- **Learning and development** – We will ensure we invest in our employees and that they have the skills and tools to do their roles to the best of their abilities, initially in 2022 the focus will be on developing our skills in customer service and leadership. We will ensure all our employees are properly trained before they deliver services so that we can ensure a good consistent level of service is provided.
- **Equality and Diversity** – We will ensure our workforce reflects the diverse communities that we operate in and that our services are tailored to the diversity of our customers.
- **Wellbeing** – We will ensure that our employees' health and wellbeing is a primary goal, and we have appropriate processes in place to identify areas of concern and address them.

## ENABLING OBJECTIVE 2 – *Improving our financial resilience*



Wandle will continuously look to strengthen its financial resilience whilst ensuring that there are adequate resources to deliver its corporate strategy. Improving value for money will be important to support investment in services, our homes and growth.

Key areas of focus are:

- **Value for money** – We will ensure our value for money strategy is fully embedded across the organisation and the activities and targets reported.
- **Treasury Strategy** – We will deliver in full our treasury strategy, ensuring we have optimised set of funding arrangements for the short, medium and long term needs of Wandle
- **Driving efficiencies** – We will conclude the work we have started to drive efficiencies out of our processes to create capacity and ensure that our processes are fit for purpose, providing the opportunity for customers to self service if they want to. We will also explore areas to grow our income and control all of our costs.
- **Procurement** – We will continue to leverage our status as a community-based landlord, which means we procure locally for partners who will deliver quality, value for money services and support our social value aspirations.
- **Service charges** – We will finish our service charge project, aiming to improve the quality and transparency of service charges so that we can be clearer about the cost of these services and maximise recovery of these costs

## ENABLING OBJECTIVE 3 – *A well governed organisation*



Wandle will be an efficient, well run organisation that has a fit for purpose organisational structure and governance arrangements aligned to the needs to its customers, and reflective of being a local community-based housing association. We will also look at how Wandle can contribute to the decarbonisation agenda.

Key areas of focus are:

- **Fit for purpose governance** – Having carried out a thorough review of our governance arrangements in 2021 we will put in place all of the improvements identified and embed them within the organisation, ensuring that the customer voice runs through the heart of our governance.
- **Responsiveness** – We will maximise the benefit of being a smaller landlord by ensuring we have the right resources in the right places, to ensure we are more responsive and quicker to address our challenges
- **Improved risk management and controls** – We will continue the work we commenced in 2021 to overhaul our approach to risk management and the improvement of our controls environment.
- **Data led and technology enabled** – We will continue the investment into our technology where it delivers benefits to our customers through self services or faster and improved service delivery. We will also use data more effectively to shape our services and drive our decision making.

## PHASE 1

# April 2022 to October 2022 key activities

## Outcomes for customers that make us proud

- We will produce a clear and informative handbook for residents that outlines our service provision, empowering customers with the appropriate information to hold us to account.
- We will maintain appropriate contact centre staffing levels to meet customer demand and make it easier for customers to get in touch.
- We will review our organisational approach to complaint handling in line with the revised Ombudsman Code.
- We will implement “Locator Plus” repairs diagnosis system and incorporate into staff CRM system and customer portal/App.
- We will develop the MCM/Dynamics system integrations to send data both ways about job information and customer contacts to improve our customer communication and enable resolution of more queries at the point of customer call.
- We will redesign our website, so it has up to date information for customers and partners.
- We will introduce a programme of communal cleaning and grounds maintenance satisfaction surveys for customers in receipt of these services.
- We will develop a programme of Resident Steering Group Meetings for large schemes and those with high volume of issues/complaints.
- We will ensure that customers are clear who oversees their property in our housing and property teams and ensure these teams are focussed on customer interaction.
- We will improve presence on our estates and in our communal areas allowing customers to report concerns or seek advice quickly and easily.
- We will take our learnings from our work on equality, diversity and inclusion and ensure these feed into our plans and strategies.

How they will impact services	Target Performance October 2022
Satisfaction that views are listened to and acted upon (%)	37 (tenant) 27 (homeowner)
Satisfaction with the landlord services overall (%)	40 (tenant) 30 (homeowner)
Average time taken to answer inbound telephone calls (seconds)	182
ASB cases reported per 1000 units	85
Formal complaints received per 1000 units	250
Percentage of complaints resolved within timescale (%)	50
Repair appointments kept (%)	75
Satisfaction with repairs (transactional) (%)	76.58
Satisfaction with repairs and maintenance service – perception (%)	53 (tenant) 49.5 (homeowner)

## PHASE 1

# April 2022 to October 2022 key activities

## Providing homes we would be happy to live in

- We will agree a new Asset Management Strategy to achieve and maintain 100% decent homes compliance which will include a revised asset appraisal methodology.
- We will conclude our damp and mould pilot, recommend appropriate actions including use of sensors to monitor stock.
- We will complete our electrical condition inspection transition to 5 yearly inspections.
- We will implement a property compliance dashboard reporting including servicing & inspection of equipment.
- We will agree a strategic approach for delivering decarbonisation interventions, taking account of stock assessment and our long-term financial plan provision.
- We will complete stock condition surveys and sinking fund reviews for our leasehold properties.

How they will impact services	Target Performance October 2022
Satisfaction with quality of home (%)	62.5 (tenant) 57.5 (homeowner)
Satisfaction that the home is safe and secure (%)	67 (tenant) 48 (homeowner)
VFM reinvestment (%)	6
Health and safety (%)	100

## Building new homes and successful communities

- We will recruit development expertise and implement arrangements to support our growth objective

How they will impact services	Target Performance October 2022
VFM new supply (%)	1.1

## PHASE 1

# April 2022 to October 2022 key activities

### An employer of choice

- Implement hybrid working policy.
- Relocate from Minerva House into new office space.
- Create a new people strategy.
- Deliver the employee learning and development programme.

### A well governed organisation

- Complete implementation of the governance action plan
- Review merger and partnership options.

### Improving our financial resilience

- New value for money strategy developed and approved.
- Complete Barclays and Lloyds swaps restructuring.
- Agree further extension to RBS revolver.

How they will impact services	Target performance October 2022
Staff turnover (%)	16 (voluntary) 3.5 (involuntary)
Current tenant arrears (%)	6.7
Former tenant arrears (%)	2.5
Vacant properties (%)	0.66 (available) 1.1 (unavailable)
Average relet time for available vacant properties (days)	24
VFM EBITDA MRI (%)	90
VFM CPU (£)	5,699

## PHASE 2

# October 2022 to April 2023 key activities

## Outcomes for customers that make us proud

- We will have implemented our new repairs delivery model.
- We will have redesigned our customer facing processes to enable us to better serve customers and improve satisfaction.
- We will have implemented a robust mechanism for learning from customer surveys and complaints and put in place demonstrable changes to evidence we are a learning organisation.
- We will have concluded a training programme for all Wandle employees on customer service.
- We will set out our approach to future delivery of our customer services and the next phase of improvements with a customer service strategy.

How they will impact services	Target Performance April 2023
Satisfaction that views are listened to and acted upon (%)	42 (tenant) 28 (homeowner)
Satisfaction with the landlord services overall (%)	50 (tenant) 35 (homeowner)
Average time taken to answer inbound telephone calls (seconds)	150
ASB cases reported per 1000 units	82
Formal complaints received per 1000 units	200
Percentage of complaints resolved within timescale (%)	66.35
Repair appointments kept (%)	80
Satisfaction with repairs (transactional) (%)	78
Satisfaction with repairs and maintenance service – perception (%)	55 (tenant) 49.5 (homeowner)

## PHASE 2

# October 2022 to April 2023 key activities

## Providing homes we would be happy to live in

- We will complete actions identified in a Safer Homes review we undertook in 2021.
- We will develop effective customer engagement tools and approach to provide necessary assurance to residents.
- We will explore and submit bids for government funding to support decarbonisation.
- We will agree Wandle Property Standards and align interventions with asset investment programme.
- We will implement our Build more homes pilot to leverage existing high value properties and recommend next steps.
- We will implement actions arising from our supported housing and keyworker housing reviews.

How they will impact services	Target Performance April 2023
Satisfaction with quality of home (%)	63.5 (tenant) 59 (homeowner)
Satisfaction that the home is safe and secure (%)	69 (tenant) 50 (homeowner)
VFM reinvestment (%)	6
Health and safety (%)	100

## Building new homes and successful communities

- We will review our development aftercare arrangements and put in place a proactive approach to minimise impact of defects.
- We will recommend and implement Modern Methods of Construction approach to new build including net carbon zero requirements.
- We will negotiate a development agreement with the Greater London Authority for recycled capital grant funding utilisation and new social housing grant.
- We will conclude the Build More Homes pilot and recommend a long-term strategy following completion of the pilot programme.

How they will impact services	Target Performance April 2023
VFM new supply (%)	1.1

## PHASE 2

# October 2022 to April 2023 key activities

### An employer of choice

- Implement actions arising from the People strategy

### Improving our financial resilience

- Implement actions arising from the VFM strategy
- Implement efficiency actions ahead of 2023/24 year.

### A well governed organisation

- Implement actions arising from the RSH in depth assessment
- Create an action plan of decarbonisation activities not associated with our stock e.g. use of offices and vehicles
- Put together a business case for a risk and assurance IT solution
- Update the Wandle rules

How they will impact services	Target Performance April 2023
Staff turnover (%)	15 (voluntary) 3.3 (involuntary)
Current tenant arrears (%)	6.5
Former tenant arrears (%)	2.5
Vacant properties (%)	0.66 (available) 0.9 (unavailable)
Average relet time for available vacant properties (days)	23
VFM EBITDA MRI (%)	90
VFM CPU (£)	5,699

## PHASE 3

# April 2023 to October 2023 key activities

## Outcomes for customers that make us proud

- We will have held a customer conference providing the opportunity for all customers to come together.
- We will have continued to learn from customer feedback and put in place improvements in response to feedback received.
- We will have worked with our customers to review ASB incidents and create a set of programmes of support and training to enable better resolution and management of incidents.
- We will have become accredited with the Domestic Abuse Housing Alliance.

How they will impact services	Target Performance October 2023
Satisfaction that views are listened to and acted upon (%)	46 (tenant) 29 (homeowner)
Satisfaction with the landlord services overall (%)	57 (tenant) 39 (homeowner)
Average time taken to answer inbound telephone calls (%)	135
ASB cases reported per 1000 units	79
Formal complaints received per 1000 units	150
Percentage of complaints resolved within timescale (%)	70
Repair appointments kept (%)	85
Satisfaction with repairs (transactional) (%)	80
Satisfaction with repairs and maintenance service – perception (%)	58 (tenant) 49.5 (homeowner)

## PHASE 3

### *April 2023 to October 2023 key activities*

#### Providing homes we would be happy to live in

- We will review and implement new Decent Homes Standard.

How they will impact services	Target Performance October 2023
Satisfaction with quality of home (%)	65 (tenant) 62 (homeowner)
Satisfaction that the home is safe and secure (%)	70 (tenant) 54 (homeowner)
VFM reinvestment (%)	9.2
Health and safety (%)	100

#### Building new homes and successful communities

- We will programme manage delivery of the new homes programme
- We will seek out new partnerships and growth opportunities

How they will impact services	Target Performance October 2023
VFM new supply (%)	1.2

## PHASE 3

# April 2023 to October 2023 key activities

### An employer of choice

- Continue to implement actions arising from the People Strategy
- Undertake an updated IIP survey and consider application to best companies

### A well governed organisation

- Implement the risk and IT solution
- Implement actions arising from the decarbonisation plan

### Improving our financial resilience

- Review new funding opportunities
- Implement efficiency actions

How they will impact services	Target Performance October 2023
Staff turnover (%)	14 (voluntary) 3.2 (involuntary)
Current tenant arrears (%)	6.48
Former tenant arrears (%)	2.5
Vacant properties (%)	0.66 (available) 0.8 (unavailable)
Average relet time for available vacant properties (days)	22
VFM EBITDA MRI (%)	130
VFM CPU (£)	5,492

## FINAL PHASE

# October 2023 to April 2025 key activities

## Outcomes for customers that make us proud

- We will have continued to learn from customer feedback and put in place improvements in response to feedback received.

How they will impact services	Target Performance April 2025
Satisfaction that views are listened to and acted upon (%)	54.8 (tenant) 32.4 (homeowner)
Satisfaction with the landlord services overall (%)	70 (tenant) 53 (homeowner)
Average time taken to answer inbound telephone calls (seconds)	98
ASB cases reported per 1000 units	74.32
Formal complaints received per 1000 units	48.23
Percentage of complaints resolved within timescale (%)	78.35
Repair appointments kept (%)	95.73
Satisfaction with repairs (transactional) (%)	85.85
Satisfaction with repairs and maintenance service – perception (%)	65 (tenant) 49.5 (homeowner)

## Providing homes we would be happy to live in

- We will complete our stock condition survey backlog programme.
- We will complete the implementation of fire remedial works identified in blocks.
- We will implement new building safety requirements including new building safety cases, competencies and controls to ensure compliance.
- We will assess market and pilot ‘clean heat’ approaches to support adoption of appropriate standards and components.
- We will carry out appropriate engagement with residents to reduce fuel poverty aligned with delivery of agreed interventions.

How they will impact services	Target Performance April 2025
Satisfaction with quality of home (%)	69.68 (tenant) 66.15 (homeowner)
Satisfaction that the home is safe and secure (%)	75 (tenant) 63.8 (homeowner)
VFM reinvestment (%)	4.1
Health and safety (%)	100

## FINAL PHASE

# October 2023 to April 2025 key activities

## Building new homes and successful communities

- We will operationalise arrangements for the new shared ownership lease model.
- We will continue to work with partners to explore new growth opportunities.
- We will explore and implement potential development opportunities arising within existing portfolio (hidden homes).

How they will impact services	Target Performance April 2025
VFM new supply (%)	1.4

## An employer of choice

- Continue to implement actions arising from People strategy

## Improving our financial resilience

- Review new funding opportunities
- Implement efficiency actions

## A well governed organisation

- Implement actions arising from decarbonisation plan

How they will impact services	Target Performance April 2025
Staff turnover (%)	9.95 (voluntary) 2.78 (involuntary)
Current tenant arrears (%)	6.38
Former tenant arrears (%)	2.5
Vacant properties (%)	0.66 (available) 0.48 (unavailable)
Average relet time for available vacant properties (days)	19
VFM EBITDA MRI (%)	130
VFM CPU (£)	5,573

# Wandle Corporate Strategy

2022 - 2025

