

wandle

Wandle Corporate Strategy

2025 - 2028





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“Set largely in London, the 1966 drama ‘Cathy Come Home’ graphically highlighted the issue of homelessness and its appalling impact on families. One year later, Wandle (then Merton Family Housing Trust) was formed in direct response to the issues raised.

Understanding our past helps us to shape our future. It is in that context that this corporate strategy focuses on ensuring we deliver on our vision to provide homes to be proud of and services people can trust as we support people, across south London, who need a home.”



Valerie Vaughan-Dick, MBE,
Chair of the Board

Purpose and Vision



Our purpose

Supporting people, across south London, who need a home

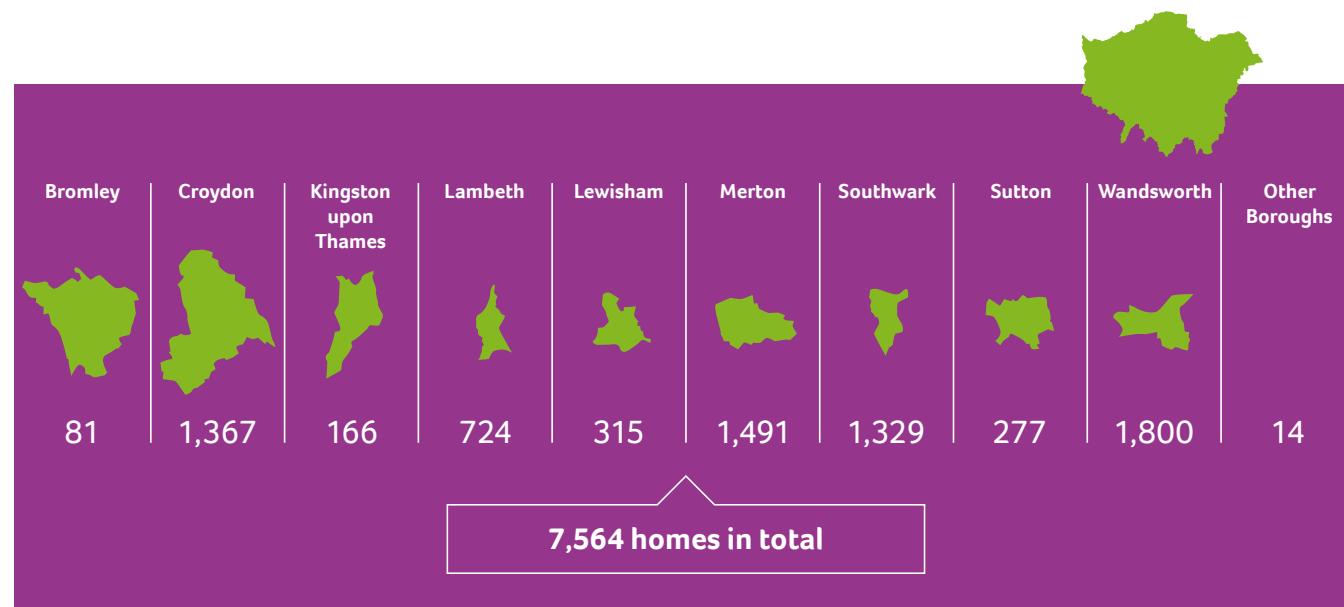


Our vision

Providing homes to be proud of and services you can trust

Making it happen:

- **We recognise** that gaining and retaining the trust of residents is critical and to do that we will do what we say we are going to do and deliver consistently good-quality services.
- **We will respond positively** to the new political environment, while monitoring the housing and financial markets to secure the best outcomes we can for existing and future residents.
- **We will continue to seek to innovate** where this brings benefit to residents. Our longer term ambitions will include adapting our services, how we communicate and methods of delivery in response to the changing demands of residents, broader customers and regulation.
- **We will continue to operate** with our local authority partners having 100% nomination rights, helping some of the 65,000 households living in temporary accommodation, the 300,000 Londoners on waiting lists for social housing and reaffirming our long-term commitment to south London.



Strategy overview

“The external environment within which we operate is ever changing; demand for housing continues to increase and the diversity of the population and the breadth of their needs means we need to respond appropriately through this strategy, with a particular emphasis on the types and range of support we provide.

This strategy covers the next three years, focussing on our core purpose, as recommended by the Better Social Housing Review.

Achieving the desired outcomes will require us to listen to our residents and really understand their needs; ensure our systems are connected and responsive; and communicate pro-actively and effectively. In delivering this strategy by the end of 2028, we set a firm foundation for future years. We set out some of our ambitions for 2030 at the end of this document.”



Anne Waterhouse
Chief Executive

We have refined our three strategic themes as being:



Making it happen:

- **We recognise** and will respond to the impact of the economic environment on many residents who are struggling to meet their day-to-day costs.
- **We will deal effectively**, efficiently and empathetically with the issues that residents tell us they are most concerned about such as damp and mould, repairs, complaints and anti-social behaviour.
- **We will remain economically prudent** so that we are in the best possible position to meet the financial challenges posed by the rising cost of maintaining homes and their environments, ensuring our residents' homes continue to remain safe, alongside the provision of new homes.
- **We will embrace opportunities** provided by technology and through partnerships, to make ourselves easier for residents to interact with, responsive to their issues and always pro-active with our communications.
- **We will continue our journey of improving the environmental sustainability** of both our existing and new homes.



Our residents

“Our Customer Excellence Panel is an independent group of engaged tenants and leaseholders that co-regulate our housing management services. It constructively challenges and holds Wandle to account for the effective delivery of services.

We welcome this strategy’s focus on getting core services right for residents and we will monitor the impact of this strategy in the years ahead.”



Kybor Carlsen

Resident member of the Customer Experience Committee, and member of the Customer Excellence Panel

Our commitment to residents

We will:

- *listen and act, valuing residents’ feedback* to inform our decision making
- *do more to exceed expectations* and to be transparent about our performance
- *make sure it’s easy to get in touch* with us across all channels
- *continue to review and improve our approach to resident engagement* and scrutiny to make sure we achieve the right impact, in the right places at the right time.

Making it happen:

- *We will ensure that services and service delivery* take full account of the new consumer standards and the Code of Practice.
- *We will seek to co-produce with our residents* how services are shaped and delivered.
- *We will use insight and data to understand* as much as we can about residents and their needs and the homes they live in.



Our strategic plan

Phase 1: April 2025 to March 2028



Right services

providing quality, accessible, consistent, efficient, responsive and trusted services

Outcome	Making it happen	Measuring success
A trusted and responsive repairs service	<ul style="list-style-type: none"> • Pro-actively communicating with our residents once they've reported a repair from beginning to end – from appointment to fix - so that they are kept informed and don't have to chase us for updates • Integrating our systems to improve how we record and manage the progress of repairs so that residents have a better experience • Ensuring our suppliers and specialist third party contractors meet the same high standards we expect of our in-house team 	<ul style="list-style-type: none"> > TP02: Satisfaction with repairs > TP03: Satisfaction with time taken to complete most recent repair > A high performing in-house service that delivers high quality repairs and maintenance services in a person-centred and timely manner so that residents can trust their circumstances have been considered and the job will be done
An improved complaints handling service	<ul style="list-style-type: none"> • Regular communication with residents throughout the complaints process to ensure their complaint is fully understood and they are kept informed on progress • Learning from complaints and changing policy, process and systems as necessary so that we can prevent future mistakes and deliver improvements that have a positive impact for our residents • Improvements to our systems to support effective complaints handling and a better experience for our residents when they raise a complaint 	<ul style="list-style-type: none"> > TP09: Satisfaction with the landlord's approach to handling of complaints > TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them > Highly effective complaints handling that consistently meets expectations the Housing Ombudsman's Complaints Handling Code so that residents can trust their complaint will be resolved to their satisfaction



Right services

Outcome	Making it happen	Measuring success
More effective and empathetic handling of anti-social behaviour	<ul style="list-style-type: none"> • More communication with residents about their report of ASB so that their concerns are fully understood, and they are kept informed on progress • Improved case management approach with a clear resident focus • Building the skills and capacity of the community safety team • A focus on tenancy sustainment, working in partnership to help resolve the challenges faced by our residents 	<ul style="list-style-type: none"> > TP12: Satisfaction with the landlord's approach to handling anti-social behaviour. > TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them
Well managed neighbourhoods	<ul style="list-style-type: none"> • Managing the condition of our estates and dealing with issues proactively when they arise • Creating brighter and better shared spaces both inside and out to areas that need it the most • Dealing with issues around parking and fly tipping quickly and effectively and keeping our residents informed about any potential delays 	<ul style="list-style-type: none"> > TP05: Satisfaction that the home is safe to live in > TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods > TP10: Satisfaction that the landlord keeps communal areas clean and well-maintained



Right homes

providing homes that are safe, secure and sustainable

Outcome	Making it happen	Measuring success
Our residents' safety continues to be prioritised	<ul style="list-style-type: none"> • Responding to our residents' concerns about safety issues when they raise them, and strengthening how they can engage with us about health and safety and compliance related issues • Complete remedial cladding works to all blocks identified as defective • Investing more resource to improve how quickly and effectively we address damp and mould in residents' homes, proactively looking for ways to prevent future cases • Ensuring continued compliance as part of our building safety framework and fire safety work • Ensuring communal entrances to our homes and places are safe and secure, and we respond quickly and effectively if something goes wrong 	<ul style="list-style-type: none"> > TP05: Satisfaction that the home is safe to live in > Meeting our landlord compliance, and health and safety targets
Residents' homes and estates are well maintained and fit for the future	<ul style="list-style-type: none"> • Delivering the Decent Homes Standard, planning for Decent Homes Standard 2 and updating the Wandle Standard to provide homes our residents can thrive in • Refreshing the data we have about our homes through stock condition surveys, delivering services and inspections and using this data to develop longer term strategies that focus on pre-emptive maintenance • Agreeing long term planned investment programme and communicating with residents about programmes of work and what to expect and when • Providing quality lifetime homes that support the health, and wellbeing needs of residents by identifying properties or trends which may lead to future disrepair cases 	<ul style="list-style-type: none"> > TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods > TP04: Satisfaction that the home is well maintained



Right homes

Outcome	Making it happen	Measuring success
Residents' homes and estates are well maintained and fit for the future	<ul style="list-style-type: none"> Managing the condition of estates and dealing with issues proactively when they arise Improving our approach to managing and resolving complex repairs, including a seamless handover for residents across our repairs and planned maintenance team 	<ul style="list-style-type: none"> > TP10: Satisfaction that the landlord keeps communal areas clean and well-maintained
Warm and energy efficient homes	<ul style="list-style-type: none"> Improving the fabric and overall efficiency of our homes with a focus on bringing them all up to EPC C standard and working towards achieving net zero Submitting funding applications for external funding to support with improving the efficiency of our homes Working towards the SHIFT accreditation, the sustainability standard for the social housing sector, and achieving by 2027 	<ul style="list-style-type: none"> > TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods
New homes that meet the needs of our communities	<ul style="list-style-type: none"> Using feedback to shape specifications and design Replacing older, less sustainable homes with better quality new ones Working with housebuilders, housing associations, developers and other partners to bring our vision to life Regeneration and expansion of our existing estates, delivering our phased hidden homes programme Building homes that incorporate technology to make them smarter and greener. This will include innovation and investment in new technologies to improve quality, efficiency and customer experience 	<ul style="list-style-type: none"> > Number of new homes completed against target



Right support

truly understanding through meaningful engagement what support our residents need from us and our partners to sustain their tenancy, their mental and physical health, financial security and thrive in the community

Outcome	Making it happen	Measuring success
Homes that support our residents' health and wellbeing - a home where they can plan their future and thrive	<ul style="list-style-type: none"> • Programmes of support and activity that are driven by data and shaped by the people, business and communities that want and need them • Creating brighter and better shared spaces both inside and out to areas that need it the most • Diversified portfolio of homes, innovative housing solutions, health and housing collaboration • Using resident profiles to help identify and shape what support residents are most likely to want • Ensuring our aids and adaptations policy and procedure meets the needs of our current and future residents. 	<ul style="list-style-type: none"> > TP06: Satisfaction that the landlord listens to tenant views and acts upon them > TP08: Agreement that the landlord treats tenants fairly and with respect
A reviewed and considered support model, designed with residents, for residents	<ul style="list-style-type: none"> • Considering a hubs model which connects people to services and provides space and time for residents and colleagues and community partners to work to together • Getting to know our residents more so that we can develop a responsive and suitable support offer that addresses needs • Reviewing our financial support offer in response to changes in the wider economic climate, including how we can help to address fuel poverty 	<ul style="list-style-type: none"> > A support model designed with residents and customer feedback, in partnership with supporting agencies
We contribute to the prevention of, and reduction in, homelessness in south London	<ul style="list-style-type: none"> • Diversified portfolio of homes, innovative housing solutions, health and housing collaboration • Explore partnerships to deliver more support around tenancy sustainment and health 	<ul style="list-style-type: none"> > % of tenancies sustained after 12 months



Right support

Outcome	Making it happen	Measuring success
We have a thriving community of engaged residents, supporting us to design services	<ul style="list-style-type: none">• Evolving our approach to resident engagement to co-production by working together with our residents to design services and our operating model• Improved resident journeys in their interactions with us that deliver a better experience for our residents when they engage with us• Close working with Tenant Engagement Experts, TPAS, to improve our approach to resident engagement	<ul style="list-style-type: none">> TP06: Satisfaction that the landlord listens to tenant views and acts upon them> TP08: Agreement that the landlord treats tenants fairly and with respect
A clear homeowner offer, meeting the needs of share-owners and leaseholders	<ul style="list-style-type: none">• Working in collaboration to agree estate and communal long-term investment plans• Designing our service offer with our leaseholders and shared owners	<ul style="list-style-type: none">> Overall satisfaction - leaseholders and shared owners

Our enabling objectives

“Our enabling objectives to some extent carry over from our previous strategy as the three pillars of finance, governance and people. We also recognise that, to adapt and respond effectively to our residents, we need a solid and robust infrastructure.

Within the timeframe of this new strategy, the priorities within these three areas are changing to reflect our focus on ensuring we deliver on our residents’ priorities.”

We will deliver:

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



Robust infrastructure

a focus on data utilisation and knowledge management, technology, digital and processes that enable us to identify and respond at pace to our residents’ needs and expectations.



Strong governance and financial resilience

a focus on assurance and scrutiny, making informed decisions based on the foundations of a robust infrastructure and on ensuring value for money, prioritising our investment into what matters most for our residents and driving out operating inefficiencies.



People and culture

an inclusive culture focused on accountability, delivering solutions and achieving performance outcomes with ways of working designed around how our residents interact with us.

Our plan for the enabling objectives



Robust infrastructure

Outcome	Making it happen	Measuring success
Meeting the needs and expectations of our residents, enabled by using data, information, technology and processes	Ensuring a strong data driven culture that develops a sense of ownership and accountability, leading to improved data quality and utilisation of data and insight for more informed decision-making and driving improvements	<ul style="list-style-type: none"> > Internal audit programme delivered > Data validation controls > Customer portal usage
	Mapping customer journeys to identify where and how we can make improvements to our residents' experience of interacting with us	<ul style="list-style-type: none"> > Data breaches > Retain Cyber Essentials Plus accreditation
	Integrating systems to deliver a more seamless process for residents when they report repairs or anti-social behaviour or make a complaint	<ul style="list-style-type: none"> > Implementation of integrated systems in line with digital roadmap
	Giving residents access to digital platforms that are easy to use, effective and improve their experience of interacting with us	
	Ensuring we are collecting the right data at the right times for the right reasons so that we know what we need to about our homes and our residents to shape and deliver services	



Strong governance and financial resilience

Outcome	Making it happen	Measuring success
An effective, operationally efficient, high performing compliant service that provides value for money	Rooting out and addressing operating inefficiencies wherever they exist to ensure value for money for our residents	<ul style="list-style-type: none"> > Maintain G1/V2, and aim to achieve C1 rating > Meet Golden Rules for finance > Meet annual budgets > Meet long term financial plan outputs
	Ensuring our treasury strategy provides the optimum funding arrangements for our needs	
	Procuring services from local partners wherever possible, who will provide good quality services, value for money and meet our social value aspirations	
	Utilising our shared procurement service to benefit from economies of scale and exploring further opportunities for shared services	
	Strengthening our compliance against the consumer standards and going beyond these through the delivery of our service improvement actions	
	Implementing improvements to governance framework, and maintaining our compliance with our adopted code of governance	
	Maintaining a skilled and competent board to lead the organisation	



People and culture

For this plan to be successful, our people need to know exactly what is expected of them. Colleagues have told us they want a culture that holds everyone accountable and enables them to deliver the right outcomes for our customers.

We want all our people to embody our values and behaviours, and will clearly define our organisational culture. In this culture, every colleague will be **accountable**: taking responsibility for decisions and actions, courageous in tackling difficult issues, to

achieve and celebrate better results for our residents, and **solution-focussed**: looking for better ways to do things, comfortable to try them and learn quickly.

Outcome	Making it happen	Measuring success
A culture that is clearly defined, deeply embedded, and where our people embody our values and behaviours	Reviewing our organisational structure to ensure it's aligned with meeting the needs of our residents	<ul style="list-style-type: none"> > Likelihood of staff to recommend Wandle as a place to work to others > Colleague, team and organisation performance targets met and objectives delivered > Development and training for colleagues > Colleague engagement
	Ensuring our colleagues represent and reflect the communities that we serve across all areas of the organisation, and encouraging more residents to be colleagues	
	Increasing our focus on performance and outcomes that benefit our residents and meet or exceed their expectations. This will include setting clearer targets, outcomes and success measures	
	Revisiting our performance management framework and accountability processes to ensure more clarity and transparency, increasing personal ownership at all levels	
	Ensuring we recruit the right people first time and supporting our existing people to extend their skills and capabilities enabling them to succeed	
	Improving our internal communications with the purpose of increasing the quality and efficiency of our customer service	
	Enabling our leaders to be pioneers, solution-focussed, coaches and prominent role models	

Wandle's five shared values

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:

Aim high



Own it



Think
Customer



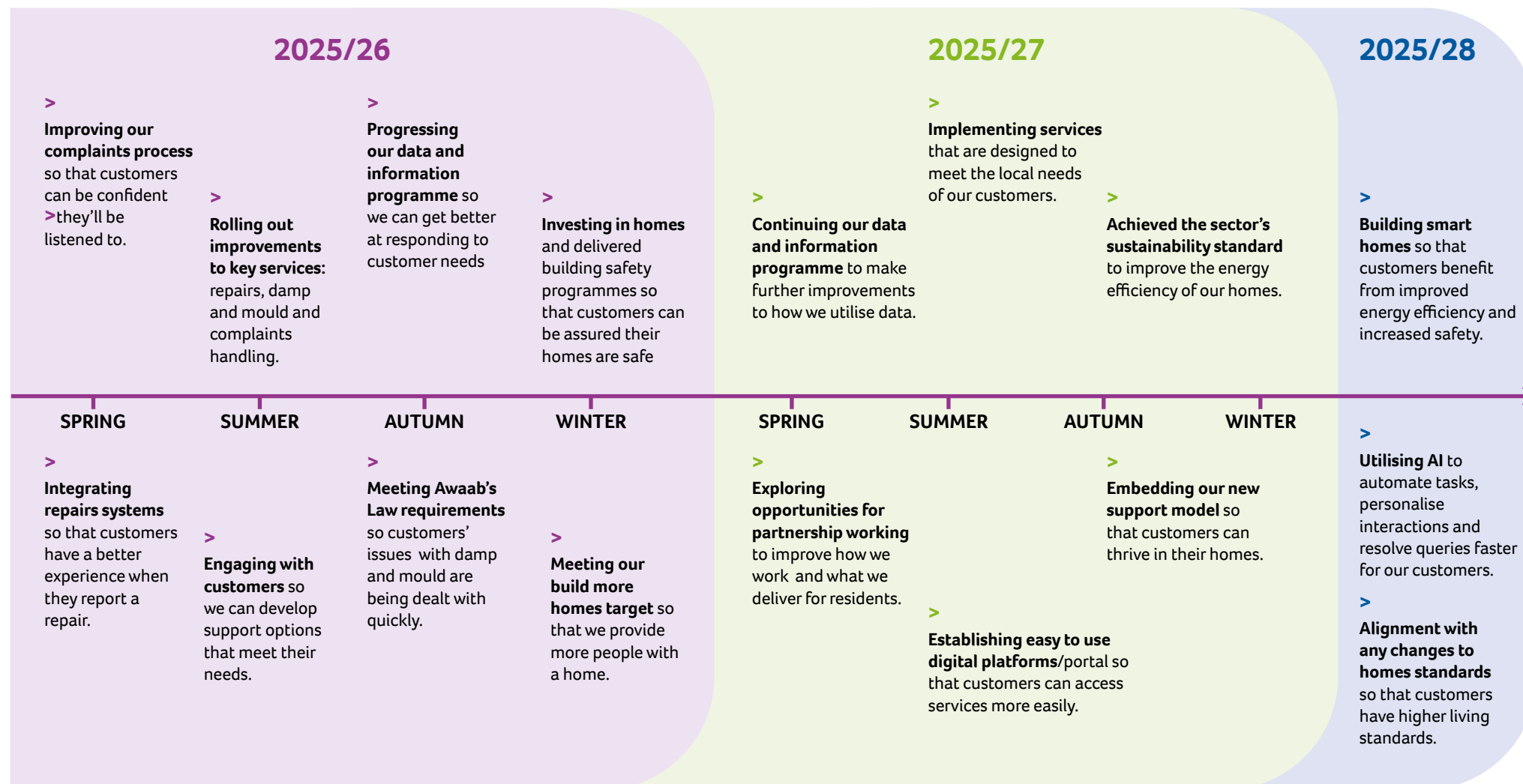
Work
together



Build
relationships



Strategy Roadmap 2025-2028



Strategic Purpose	Strategic Measure	March 2026 target	March 2027 target	March 2028 target	London Peers 2024
Supporting people, across south London, who need a home	Overall tenant satisfaction*	54%	58%	62%	59%

Strategic Themes	Strategic Measure	March 2026 target	March 2027 target	March 2028 target	London Peers 2024
Right Services - providing quality, accessible, consistent, efficient, responsive and trusted services	Satisfaction with repairs*	53%	58%	65%	64%
	Satisfaction with time taken to complete most recent repair*	50%	55%	60%	60%
	Satisfaction with the landlord's approach to handling of complaints*	25%	30%	35%	32%
	Satisfaction that the landlord keeps tenants informed about things that matter to them*	55%	60%	65%	67%
	Satisfaction with the landlord's approach to handling anti-social behaviour*	38%	45%	54%	54%
	Satisfaction that the landlord makes a positive contribution to neighbourhoods*	40%	50%	60%	62%
	Satisfaction that the landlord keeps communal areas clean and well-maintained*	50%	55%	65%	67%
Right Homes - providing homes that are safe, secure and sustainable	Satisfaction that the home is safe to live in*	68%	70%	72%	69%
	Satisfaction that the home is well maintained*	52%	55%	60%	62%
	No. of new homes completed against target cumulative	100	300	500	-
	% of homes EPC C or above	88%	90%	93%	-
Right Support - truly understanding through meaningful engagement what support our residents need from us and our partners to sustain their tenancy, their mental and physical health, financial security and their community	Satisfaction that the landlord listens to tenant views and acts upon them*	45%	50%	55%	51%
	Satisfaction that the landlord treats tenants fairly and with respect*	60%	65%	70%	70%
	% of tenancies sustained after 12 months	70%	80%	80%	-
	Overall satisfaction - shared owners*	25%	28%	32%	31%

*TSM measure

Targets will be reviewed by Board annually, to ensure they remain comparative to performance in our peer group.



After this strategy: our vision for 2030

By 2028, we aim to have established strong foundations so that we can go on to achieve more by 2030.

Our customers will have seen real change, feel listened to, respected, and trust us to enable them to remain safe and secure in their homes.

We will have built stronger community partnerships that enable our customers to thrive. We will have contributed to the government's mission to build more homes, ensuring we continue to help south Londoners in housing need. We will have shown that we can adapt to change in internal and external environments to respond to our customers' needs.

With this achieved, we will build on this in 2029, 2030 and beyond.

We envisage that our key priorities from 2029 onwards will include:

- > delivering a fully customer-designed self-service option
- > enhancing our digital offer
- > providing dedicated support for residents and expanding the services they want
- > achieving top performance in our area
- > offering shared services to other housing providers
- > implementing Decent Homes Standard 2
- > pursuing our net zero plan
- > delivering new homes from our Build More Homes funding
- > fostering local authority and community partnerships
- > a diverse workforce including leadership levels reflecting our communities
- > exploring new funding streams



wandle

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services you can trust

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