

Regenda
Homes

Redwing

2022/23 Annual Report

Part of
 The
Regenda
Group

SEPTEMBER 2023



Welcome

TO THE 2022/23 ANNUAL REPORT

In this report, you'll be able to see how we performed in key service areas, such as repairs, complaints and anti-social behaviour, and how our performance compares to other similar sized housing associations in our region.

You'll be able to see how we are performing against our targets and, where targets haven't been met, what we are doing to improve.

This year, for the first time, we have included our performance against the newly introduced Tenant Satisfaction Measures, and you'll find out more on page 16.

As always, we hope you find this annual report useful. If you have any feedback, we'd love to hear it. You'll find ways to get in touch on the last page of our report.



Dr Michael Birkett
Group Chief Executive



KEY



Performance on target or better than target



Performance just off target



Performance below target

N/A



Target not set, information only

BENCHMARK & PEER GROUP

This is how we compare our performance against other social landlords. We have benchmarked ourselves against social housing providers based in the North West with 10,000 to 20,000 properties using data from 2021/22.

MEDIAN

This is the middle point in the list of our peers.

Overview

Regenda Homes and Redwing manage over 12,000 homes across the North West, including social and affordable rent properties, private rent and shared

ownership homes and homes for Rent to Buy. We manage general needs properties and homes for older people, independent living schemes and extra care properties.

Number of Regenda Homes properties in 2022/23

11,754

Number of Redwing properties in 2022/23

1,345

MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
* Homes at decent homes standard	99.86%	99.56%		100%		The national median for registered providers within our benchmarking group was 99.97.

*99.86% equates to 15 homes that didn't meet decent homes standard in 2022/23. From 2023/24, the way we calculate this will change in line with the new Tenant Satisfaction Measures. You can read more on page 16.



Residents at extra care scheme, Lighthouse View, had a very busy 2022, welcoming singing groups into the communal lounge and raising more than £6,000 for local charity, Brian House Children's Hospice throughout the year!

Lighthouse View provides a safe, secure and welcoming home to residents over 55 who have a care or support need.





Repairs, Maintenance and Investment

Keeping your home safe and secure is one of our main priorities, and in 2022/23, we carried out more than 27,500 repairs.



We had to make some changes to our repairs service to ensure that we could continue to deliver the services that are important to our residents and increased the time for a first appointment to 60 days. However, on average, we completed repairs within 28 days.

In 2022/23, we continued to feel the impact of rising costs and inflation, which affected our ability to access labour and materials and increased the average cost of each repair we carried out.










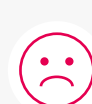
Understanding the condition of our stock is critical to ensuring our homes are safe and meet the needs of our residents. In 2022/23, 15 homes (0.14%) did not meet Decent Homes Standard, and we will continue to work to bring all homes to standard.







As part of ensuring that our properties meet Decent Homes Standard, we invested more than £7 million into our homes in 2022/23 through a targeted programme of works.

This included:

-  Fitting 100 new kitchens and 77 new bathrooms.
-  Installing new windows to over 100 properties and fitting new external doors to over 200 homes.
-  Replacing 118 new roofs.
-  Upgrading boiler or heating systems to almost 300 homes.

We fitted External Wall Insulation to 153 homes in Fleetwood and Wirral, improving energy efficiency ratings and bringing energy bills down for residents.

MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
Number of emergency repairs completed	10,140	10,634		N/A		There was no benchmarking data available for this measure.
Emergency repairs completed within target	89%	90%		100%		There was no benchmarking data available for this measure.
Number of routine repairs completed	27,505	27,859		N/A		There was no benchmarking data available for this measure.
Routine repairs completed within target	96%	97%		100%		There was no benchmarking data available for this measure.
How satisfied are you with your most recent repair	78%	81%		80%		<p>The national median for registered providers within our benchmarking group was 85%.</p> <p>We are in the bottom 25% for performance in this area.</p>

MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
£ invested into our properties	£29,071,000	£27,492,000		N/A		There was no benchmarking data available for this measure.
Average cost of responsive repair	£212.77	£135.55		N/A		The national median for registered providers within our benchmarking group was £177.46. We are in the bottom 25% for performance in this area.
Average number of days for responsive repair	28	21		60		The national median for registered providers within our benchmarking group was 19.16 days. We are in the bottom 25% for performance in this area.

Following resident feedback, we employed a new Customer Liaison Officer, who will keep residents informed throughout any planned works and will provide a single point of contact to answer any questions.

Despite our efforts in improving services, our performance did not always meet targets, and customer satisfaction reflects this.

We are working with our Asset Management Team to improve the number of repairs completed within target and how we communicate with our customers to keep them updated.

In 2022/23, 100% of gas safety checks were completed within target time, ensuring the safety of our residents.

In line with regulatory requirements, we have changed how we monitor and report fire, asbestos, water and lift safety checks and will present our performance against these metrics to our Resident Voice Panel every three months. We will also publish the outcomes on our website and in our annual report.

New Homes

We brought 8 homes back into use in 2022/23, including six apartments at Newsham Park, Liverpool.

Newsham Park

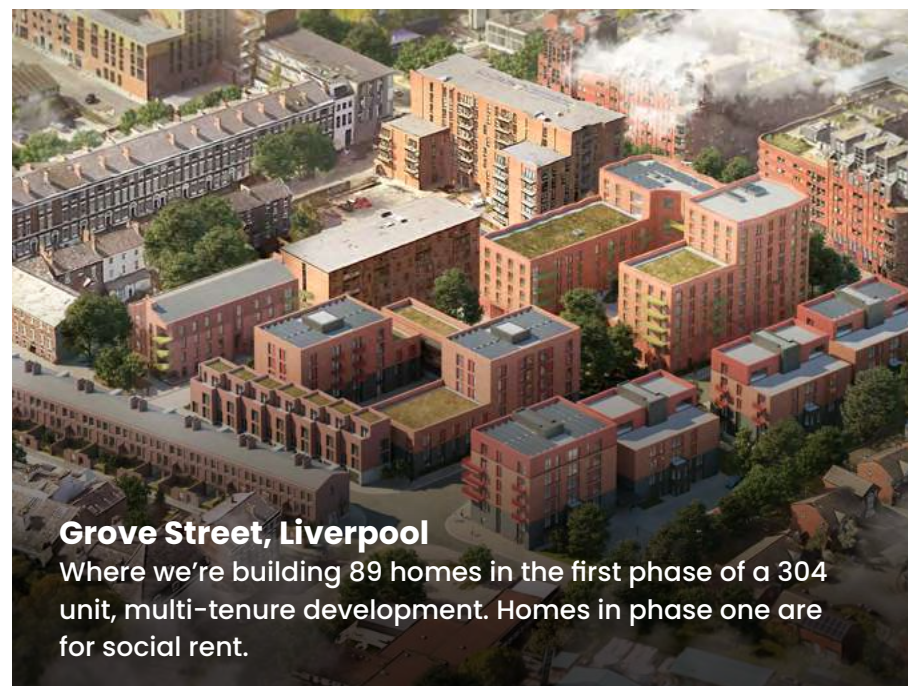
We fully refurbished an 18th century home in Liverpool, transforming it into six self-contained, one-bedroom apartments for affordable rent. With A+ rated windows and internal insulation, homes are energy efficient, staying warm and costing less.

In 2023/24, we will bring 34 new homes to the North West and will start construction of a further 134 homes for a range of different tenure types.



Breck Road, Wirral

Where we're building 15 houses for Rent to Buy.



Grove Street, Liverpool

Where we're building 89 homes in the first phase of a 304 unit, multi-tenure development. Homes in phase one are for social rent.

During Anti-Social Behaviour Awareness Week, we headed to Leasowe, Wirral, to address reports of anti-social behaviour in the area. We were joined by residents and partners from Merseyside Police, Prima Group, Merseyside Fire and Rescue, Leasowe Development Trust, Wirral Community Patrol, Rakers FC and local councillors.



The team addressed concerns relating to damage to properties and graffiti while they were in the area.



Your Feedback

Number of complaints received:



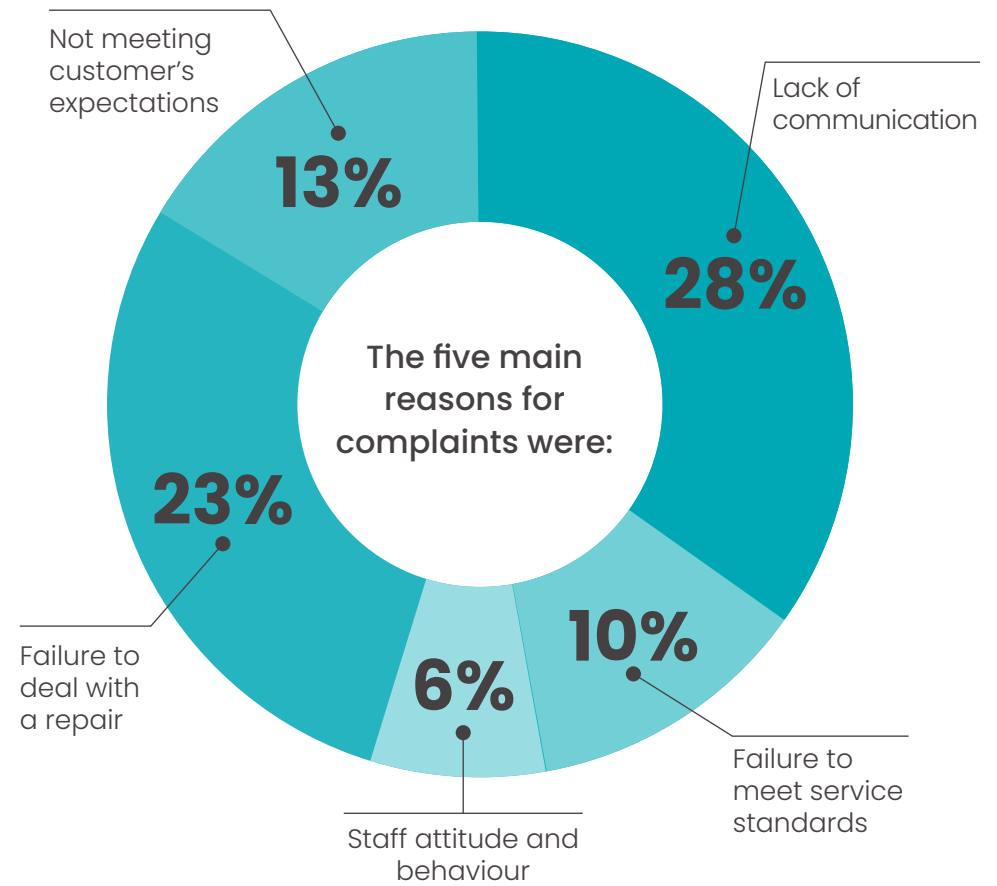
We received 196 compliments in 2022/23. These related to:

- Staff being helpful and going the extra mile
- Our repairs staff doing a great job
- The support our staff have given to help residents who are experiencing financial difficulty to access funding and additional help.

We received 18 comments and suggestions in 2022/23. You can find examples of some of the comments we received and what we did with this feedback on pages 14 and 15.

Your feedback is vital to helping us deliver excellent services to our residents. When you send us a compliment, comment or complaint, we use this to shape the services we provide.

We know we don't always get things right first time, and your feedback provides valuable information into how we can improve our services.



To read our latest self assessment against the Housing Ombudsman Complaint Handling Code, [please click here](#).



We did not meet our target time to respond to complaints and have made a number of changes to improve this service, including:



Introducing a specialist repairs and complaints team, providing a dedicated point of contact for all complaints relating to our repairs service.



Improving our process for dealing with complaints relating to damp and mould and employing additional staff to allow early identification and treatment.



Reviewing all cases where a resident is unhappy with how their case has been handled.









Introducing a Customer Feedback Panel, which is made up of residents. The role of the panel is to review policies, processes and individual cases.

In 2022/23, we received 25 enquiries from the Housing Ombudsman Service (HOS). Of these, 8 went to full investigation stage by HOS. To date, HOS found that we have provided reasonable redress for cases where a decision has been made, but did ask us to review our Anti-Social Behaviour and Customer Feedback Policies to ensure our timescales are clear to customers. We worked with our Resident Voice Panel (RVP) to review our Customer Feedback Policy and are currently working with RVP to review our Anti-Social Behaviour policy.

In addition to reviewing these policies, we have made improvements to our website to ensure that timescales are clear.

MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
Net Promoter Score	+34	+36		+30		There was no benchmarking data available for this measure.

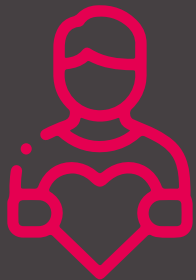
MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
Resolved at first time resolution	89%	86%		95%		There was no benchmarking data available for this measure.
No. of complaints escalated to Final Resolution Stage	85	71		N/A		There was no benchmarking data available for this measure.
Percentage of residents satisfied with how we handled their complaint	43%	39%		60%		There was no benchmarking data available for this measure.



BT paid residents at Woods Court, St Helens a visit as part of their 'giving back to the community day'.

Staff talked to residents about steps they could take to avoid being scammed and helped with using mobile phones, iPads and laptops. Some team members even did manicures for residents!

They cooked bacon rolls for breakfast in the communal kitchen, organised an afternoon quiz and arranged cake and wine for the evening! BT Team Manager Neil even brought his two pugs in, who were a big hit with residents!



You Said, We Did

If you have any ideas on how we can improve our services, we'd love to hear from you! You can:

Email info@regenda.org.uk

Call 0344 736 0066

Send a message via Facebook

Visit us in person at one of our housing offices.



You said;

I had to temporarily move out of my home while you carried out work and different staff told me different things. It also wasn't clear who was doing what and there was work outstanding when I moved back home.

We did;

We understand that it can be disruptive when you have to temporarily move out of your home in order for us to carry out work. We used resident feedback to establish a dedicated point of contact for residents. Once we identify that a resident will need to move from their home to allow repairs to be undertaken, a member of staff will contact the resident to explain everything and answer any questions.

This member of staff will be the dedicated point of contact throughout the entire process. Once works have been completed, an Asset Surveyor will visit the property with the resident to sign everything off.

You said;

I complained about a repair, you told me what you would do to resolve it but you didn't do what you said you would and my complaint was not resolved.

We did;

Our Assets Team meets weekly to track all complaints. We review a live action tracker so we can see when works are due to take place and arrange for a post inspection to be carried out by an Asset Surveyor or M&Y supervisor. We'll always contact the resident once work has been completed to ensure they're happy with the resolution.

You said;

You carried out work to the roof of my house but I didn't know that anyone had been so I spent time chasing for an update when the work had already been carried out.

We did;

When we have carried out work to the outside of your home, the operative will post a card through your door to let you know that the repair has been completed.

You said;

Via Redwing:
I never see the property manager for my area and they're slow to get back to me.

We did;

We have employed two new property managers, giving staff more time to visit their schemes on a more frequent basis and respond to queries.



You Said, We Can't Because...

You said;

When I get in touch with the contact centre, I'd like to know how long it will be before my call is answered.

We can't because;

The cost to provide this service can be high, and we don't feel that this is the best thing for us to do right now. We have also researched the impact that this can have on 'abandoned calls' (where a customer hangs up after being told what number they are in the queue) and have seen that there is a correlation between having this service and the number of calls that don't make it through to call centres.

We will work with customers to see if there any other options available.

Tenant Satisfaction Measures

The Regulator of Social Housing has created a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services.

They have introduced a set of tenant satisfaction measures (TSMs) that social housing landlords must report on. You will be able to use these measures to understand how well your landlord is performing. They will also give the Regulator an idea of which landlords need to improve.

There are 22 tenant satisfaction measures, including 12 tenant perception measures and 10 management information measures.

In April 2023, it became mandatory for all housing associations to start carrying out TSM satisfaction surveys. These surveys replace the STAR surveys we used to carry out. We started to carry out TSM satisfaction surveys in October 2022. You will find our results from October 2022 to March 2023 on the next page.

Please note – we do not have comparable data or benchmarking information available for these results. They merely provide a snapshot of our performance against the TSM's over six months, from October 2022 to March 2023.

Both Regenda Homes and Redwing residents are included in these surveys.

From October 2022 to March 2023, 1,317 surveys were carried out, with 73% completed over the phone and 27% carried out online.

This means that we can be confident that our results are valid and representative of our customers.



Tenant Perception Measures

OCTOBER 2022 – MARCH 2023

70%

Overall satisfaction with landlord

79%

Satisfaction with repairs

78%

Satisfaction with time taken to complete most recent repair

78%

Satisfaction that the home is well maintained

79%

Satisfaction that the home is safe

63%

Satisfaction that the landlord listens to tenant views and acts upon them

71%

Satisfaction that the landlord keeps tenants informed

73%

Agreement that the landlord treats tenants fairly and with respect

32%

Satisfaction with the landlord's approach to handling of complaints

68%

Satisfaction that the landlord keeps communal areas clean, safe and well maintained

60%

Satisfaction that the landlord makes a positive contribution to neighbourhoods

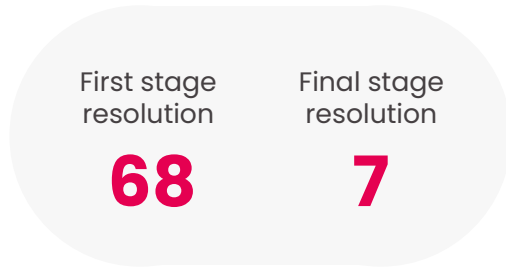
60%

Satisfaction with the landlord's approach to handling anti-social behaviour

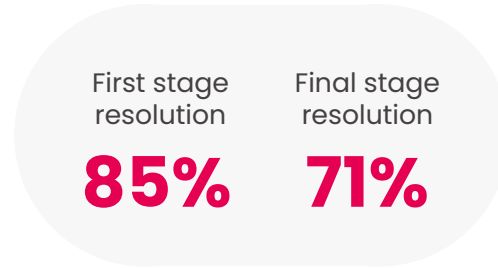
From 2023/24, the way we calculate these metrics will change in line with the Tenant Satisfaction Measures requirements. This means that we will report against who owns the property and not who manages the property.

Management Information Measures

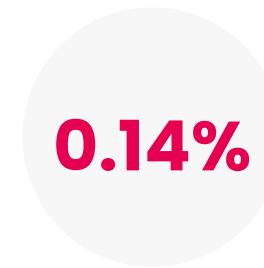
OCTOBER 2022 – MARCH 2023



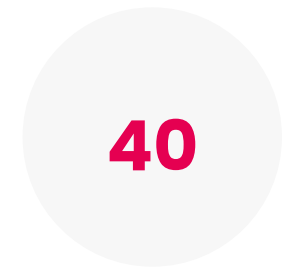
Complaints relative to the size of the landlord per 1,000 properties



Complaints responded to within Complaint Handling Code timescales



Percentage of homes that do not meet the Decent Homes Standard



Number of anti-social behaviour cases relative to the size of the landlord per 1,000 properties



Percentage of homes for which all required fire risk assessments have been carried out



Percentage of homes for which all required asbestos management surveys or re-inspections have been carried out



Percentage of homes for which all gas safety checks have been carried out

Water and Lift safety

We have changed the way in which we record performance against water and lift safety to align to the new Tenant Satisfaction Measures. Performance for these areas will be available in 2023/24.



The findings from these surveys are shared with our new customer centric clinics, which are made up of staff from across Regenda Homes and Redwing. These clinics carry out 'deep dive' reviews of service areas, using resident feedback to identify where improvements can be made.

We will develop improvement plans that will be shared with our Customer Centric Hub and Resident Voice Panel, and will publish examples of where we have used feedback to improve services on our website, through social media channels, in our Regenda Homes resident magazine, *Belong*, and in our annual report.

Resident Voice Panel

In 2022/23, we set up our Resident Voice Panel.

The panel is made up of three Redwing residents and nine Regenda Homes residents from across the North West. The Executive Director of Customer Services chairs the panel, which is also championed by a Board Member, forming a direct route from the Resident Voice Panel to the Regenda Board.

Resident Voice Panel members make an extremely valuable contribution to our work, as we rely on our residents to help us improve the products and services we provide.



The Resident Voice Panel:



Holds Regenda to account for the delivery of our Resident Voice Strategy.



Shares residents' views with our Board and committees to help prioritise and shape services.



Monitors the performance of our complaints service, Resident Charter and the Regenda Service Promises.



Acts as a 'critical friend', reviewing policies and strategies that directly impact service delivery.



Provides feedback to ensure that all services are delivered in accordance with Regenda's Equality, Diversity, and Inclusion Strategy.



Identifies problems and provides feedback to help us meet the expectations of our residents and regulators.

Senior managers are responsible for reporting customer feedback performance, regulatory compliance, and performance against the Together with Tenants and Regenda Resident Charter. The RVP reviews areas for scrutiny and monitors the outcomes and delivery of recommendations.



We headed to Birkenhead, Wirral, with M&Y Maintenance and Construction and Merseyside Police for a day of action at Victoria Fields. We cleared fly tipping, planted flowers ready for summer and handed out some treats to residents.



As part of ASB Awareness Week, we removed an entire skip's worth of rubbish from an area of Fleetwood, visiting a neighbourhood that was prone to fly-tipping and speaking to the local community about waste removal options.

Tackling Anti-Social Behaviour

We want our neighbourhoods to be happy, safe and secure places to live. Our Neighbourhood Team works closely with partner agencies, such as the police, fire service and council, to tackle instances of anti-social behaviour.

In 2022/23, we investigated 518 new cases of anti-social behaviour. We closed 252 cases. Resident satisfaction with how we handled complaints of anti-social behaviour fell below target, and we recognise that this is an area for improvement.

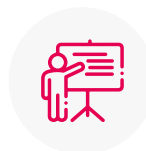
We have made a number of changes to how we deal with ASB:



When a resident reports anti-social behaviour to us, we will agree the method and frequency that we will provide updates and will discuss what a satisfactory resolution looks like.

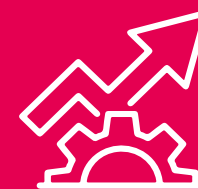


All ASB cases are reviewed each month to ensure that they are being investigated in line with our ASB policy.



We have worked with our Resident Voice Panel to provide training on our approach to managing anti-social behaviour. This will ensure that they are best equipped to scrutinize our performance and hold us to account.

We have further improvements planned for 2023/24.



Your Rent







In 2022/23, we continued to proactively communicate with residents whose finances may be impacted by the cost of living crisis, highlighting available support and preventing rent arrears from occurring. We helped 1,343 Regenda customers secure an additional £2.2 million in benefits and grants. This was money that they did not know they were entitled to and was used to improve lives and sustain tenancies.

We are closely monitoring the migration from Housing Benefit to Universal Credit and providing targeted communications to residents who will be affected by these changes to provide guidance and support.

Like many housing associations, we are continuing to support customers impacted by the rising living costs and fuel poverty crisis, which is likely to continue to impact on our residents in 2023/24.

* Due to the continued cost of living crisis, we adjusted our rent collection target, which was lower than in 2021/22.

Our performance was further impacted by regional payments from local authorities, which meant that some rent payments fell outside of the financial year.

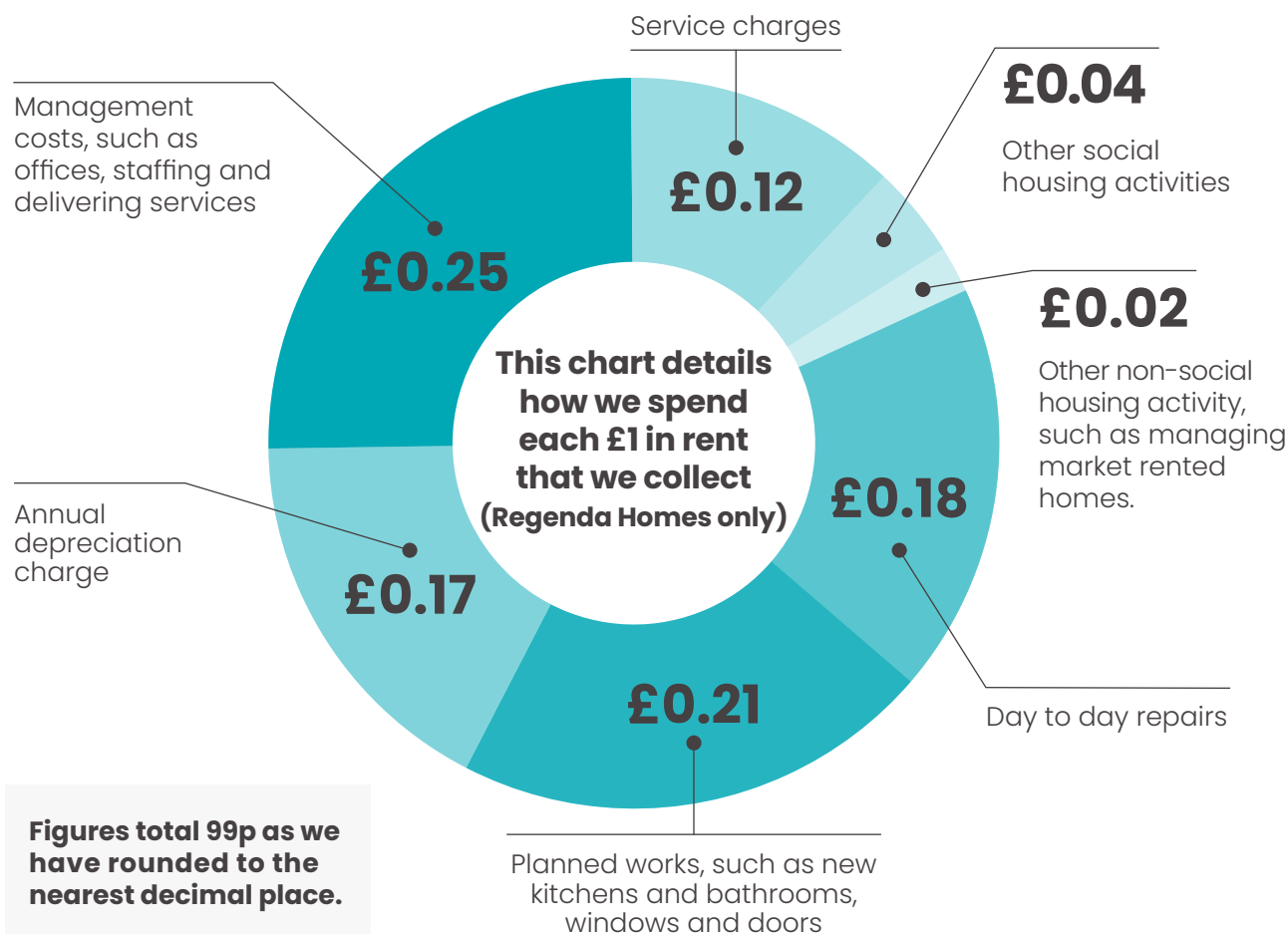
MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET	BENCHMARK
* Rent collected	99.2%	100.9%		99.7%		The national median for registered providers within our benchmarking group was 100.2%. We are in the bottom 25% for performance in this area.
Percentage of current tenant arrears	1.6%	1.83%		2.5%		The national median for registered providers within our benchmarking group was 3.99%. We are in the top 25% for performance in this area.
Percentage of former tenant arrears	0.7%	0.83%		0.9%		The national median for registered providers within our benchmarking group was 1.6%. We are in the top 25% for performance in this area.



£2,189,347.29

Secured in additional benefits and grants

£1 spend breakdown



Figures total 99p as we have rounded to the nearest decimal place.



The food pantry at Commutation Plaza, Liverpool, handed out 980 vegetarian self-cook boxes and 993 boxes of food to residents who were referred by our housing officers.

We also issued 470 food vouchers and will continue to support residents in need in 2023/24.



Staff and residents took part in a community litter pick in Audenshaw, Manchester earlier this year, working together to keep the neighbourhood looking great.

2022/23 saw the relaunch of the Tameside Litter Pick Hub, where residents can book out free equipment, including high-vis jackets, litter pickers, gloves and waste bags. All rubbish is safely disposed of by the local council.



Regenda Homes and Redwing are part of the Regenda Group.

The Regenda Group is made up of nine organisations, all with a shared goal to regenerate places and create opportunities for people. These nine organisations work across three key areas:



CARE & SUPPORT



HOUSING, CONSTRUCTION & SUSTAINABILITY



EDUCATION, TRAINING & CAREERS



To find out more about The Regenda Group, visit www.regendagroup.co.uk

Care & Support



Petrus is a Rochdale-based homelessness charity that provides a range of services to support people who are homeless or in housing need.

Petrus has exhibited gardens at RHS Tatton Park since 2019, winning awards from show judges and visitors alike. Gardens are co-designed by Petrus staff, volunteers and service users.

In 2022, Petrus took their garden, Journey Home to Tatton, highlighting the importance of having your own front door and symbolising the unique and sometimes rocky path that people can take to find a place to call home.

www.petrus.org.uk



Centre 56 is Liverpool-based nursery that provides specialist care and support to families who have experienced domestic abuse or crisis.

In 2022, Centre 56 wanted to give their families an extra special Christmas, and set about gathering presents and pyjamas for the children they support. On Christmas eve, every child at the nursery went to bed in brand new pyjamas and on Christmas morning, each child woke up to at least six presents and three selection boxes. In addition to this, Centre 56 also collected presents for parents, giving all families a happy Christmas.

www.centre56.org.uk

Housing, Construction & Sustainability



M&Y Maintenance and Construction carries out repairs, maintenance and construction across Regenda.

They invest in the communities they work within, donating £10,000 to local good causes in 2022 and recycling 95% of all waste generated.

At our St Martins development in Preston, Lancashire, we donated £600 worth of food and toys to the local community and also supported an Easter project, delivering Easter eggs to be shared with families.



In 2023, Ecogee joined The Regenda Group. Ecogee provide green energy solutions to homes across the North West, tackling fuel poverty and reducing carbon emissions.

Education, Training & Careers



The Learning Foundry provides apprenticeships, traineeships and adult education programmes to learners aged 16+.

The Learning Foundry supports people to achieve their full potential, from kickstarting careers to progressing in organisations. In 2022, they achieved the highest rating in the ESFA Rate my Apprenticeship survey.

Tegan is studying for an Administration Assistant apprenticeship: "I am learning more today than I ever did in college. In college I felt like I never learnt anything new, but today I am learning something different every day."

www.thelearningfoundry.co.uk



Positive Footprints provides programmes to schools that open up the world of work and raise aspirations.

In 2022/23, Positive Footprints raised the aspirations of 11,000 children and young people across the country.

Joey was one of the children who took part in the Raising Aspirations Programme in 2022: "I think the programme is amazing because you get to know your skills and qualities and it could make other people feel good about themselves."

www.positivefootprints.co.uk



The National Communities Resource Centre (NCRC) was launched in 1991 to close the inequality gap that exists in communities across the UK.

They provide training, support and resources for people living in the lowest-income neighbourhoods, developing people's confidence, skills and capacity to tackle community, environmental and social problems. NCRC joined The Regenda Group in 2021.

www.traffordhall.com

This year's annual report was shared with our Resident Voice Panel ahead of its publication. Their feedback and comments were used to make improvements to the report.

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Part of



The
**Regenda
Group**