

Annual report

2021-2022



The Wrekin
Housing Group



Wayne Gethings
Group Chief Executive

Executive summary

Welcome to our 2021/2022 Annual Report: our chance to share with you how we've performed over the 2021/22 financial year, the improvements we've made to your homes and communities, and highlighting our continued commitment to making a difference to people's lives.

I want to thank each and every member of staff for their hard work, which has made the year the success it has been. I am proud of the way our staff have adapted to new ways of working while continuing to deliver first class services. Our staff do an incredible job every day - and this is appreciated by our tenants, with 88% of you telling us that your home is safe and secure.

We also recognise we have work to do in other areas – including ensuring that your repairs are completed right first time. We are constantly reviewing our services – and involving you, our customers as part of the process. Despite these challenges – we had lots to shout about during 2021/22. We invested nearly £10m to make improvements to your homes. We also invested £60m to help meet the growing demand for good quality, affordable homes - we completed 318 new homes during the financial year, and work has started on an additional 697 homes.

One of the biggest challenges for the coming year is the cost of living crisis. Whether it's our weekly food shop, the cost of the fuel we put in our cars or rising energy bills – everyone reading this will be affected in one way or another. Fortunately, we have a first-class Money Matters team who are here to help – during 2021/2022 they secured over £3.5m in extra income for our tenants. If you're struggling please get in touch, as the sooner we know, the more we can do to help.

Although 2022 has had its challenges, there's lots to be optimistic about. We will continue to invest millions in our existing homes – including making them more energy efficient to help with rising energy costs. We also need you on board to help us understand what we're doing well, and where we need to improve.

Finally, I would like to thank you – our tenants – for the continued resilience and patience you have shown during the last 12 months – particularly as we all adapt to the new normal in this post-pandemic world.

£60m

invested into
building new homes



206,447

customer service
requests handled



£48,800

awarded to groups
and projects



£3.5m

financial help
secured



80%

of tenants have
no rent arrears



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Home Standard



Repairing homes

Our investment in repairs increased by 24% to £7.53m in 2021/22.

80% of responsive repairs were completed on the same day that they were reported and 88% of our customers told us they were satisfied with the repair.

43,917*

repairs completed



Improving homes

Over the last year we spent £11.93m improving existing homes.

These included new kitchens and bathrooms, new roofs, heating upgrades, wiring upgrades, new windows and doors and improvements to walls. 88% of customers were happy with improvements they received to their homes.

£11.93m

invested improving homes



Keeping homes safe

We spent £4.1m keeping homes safe by carrying out gas safety checks, rewiring, electrical tests, asbestos removal and management and fire safety upgrades.

We completed 100% of gas safety checks.

99.9%

of properties met the Decent Homes Standard



Building new homes

We have made a substantial increase to our investment in new homes from £37.2m in 2020/21 to £60.9m in 2021/22.

318 new builds were completed and another 697 homes were started. Our development programme created 38 apprenticeships in the construction industry and in the wider community.

318

new homes completed

* This figure changed from 32,938 to 43,917 in November 2023 when the former figure was identified as repairs requiring a same-day response (responsive repairs) rather than total repairs.



Read more

[Click here to read more about our Home Standard budgets and how we compare to previous years](#)



Tenant Involvement and Empowerment Standard



Tenant involvement

Our involved tenants volunteered 3120 hours of their time to help influence the services the Group provides. They do this by participating in groups such as our Tenants' Panel and Customer Assurance Panel. The time given by our involved tenants can be valued at more than £29,640*.

In addition to our tenant volunteers we have two paid tenants who sit on the Service Quality Committee.

*value based on minimum wage for over 25s at £9.50 per hour

3120

tenant volunteered hours



Collecting customer feedback

Through listening to our customers, whether it is via surveys, social media, general comments, complaints or from the input of our involved residents, we can inform decisions that help shape and improve the services we offer. During the year, we collected 4,414 customer responses through our STAR survey and repairs survey, alone.

4,414

customer survey responses



Landlord service complaints

The number of complaints we received about our landlord and care and support services increased by 24% since 2020/21.

Complaints regarding care and support services are often due to family/external parties visiting the services. These were minimal during the previous year due to lockdown measures. The top five reasons for complaints were:

25%	Poor communication	7%	Attitude
10%	Quality of work	6%	Process
8%	Complaint not upheld		

447

service complaints



Room for improvement

We know that our time to respond to complaints needs to improve, so we have been working with teams across the business to ensure we consistently respond to complaints in a timely way.





Customer service

Our STAR survey measures the Satisfaction of Tenants and Residents across a range of areas. Overall satisfaction decreased from 87% to 83% compared to the previous year.

206,447

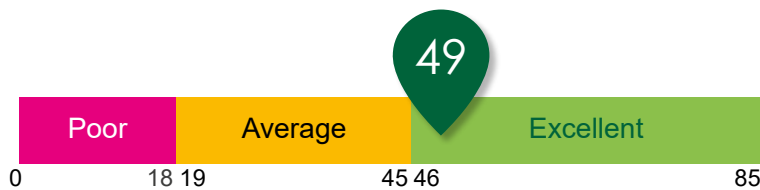
service requests handled

	2020/21	2021/22
How satisfied are you with the overall quality of your home?	80%	79%
How satisfied or dissatisfied are you that The Wrekin Housing Group provides a home that is safe and secure?	88%	88%
How satisfied or dissatisfied are you that The Wrekin Housing Group is easy to deal with?	87%	81%
How satisfied or dissatisfied are you that The Wrekin Housing Group treats you with fairness and respect?	88%	84%
How satisfied or dissatisfied are you with your neighbourhood as a place to live?	74%	76%
Taking everything into account, how satisfied or dissatisfied are you with the service provided by The Wrekin Housing Group?	87%	83%

Net Promoter Score

We also asked our tenants: **How likely are you to recommend The Wrekin Housing Group to family and friends?**

We recorded a Net Promoter Score of 49 for the year 2021/2022, down from 56 in 2020/2021, but we are still top performing among other housing associations.



Room for improvement

Data we have collected about our tenant satisfaction with homes and neighbourhoods shows we are performing in the middle or lower end of the spectrum compared with other housing associations. To improve this, we are looking at ways we can tailor our services more to our customers' needs, reviewing how our services can be accessed and enhancing our approaches to cleaning and maintenance. We are also developing the ways we engage with our customers and are launching a number of new opportunities for tenants to get involved and help to influence our services.





Regulatory compliance

We have 15 registered services providing care for those that need it. All have been rated at least 'Good' by the Care Quality Commission (CQC).

100%

Choices care services
rated at least 'Good'



Support service achievements

Our support and enablement service is for tenants aged 55 and over with a support need. The team look at health and wellbeing to equip tenants with the skills they need to maintain their tenancy. This could be providing basic skills like cooking or cleaning, or activities to help improve their confidence. In 2021/22 the team provided support for 647 people.

647

people received health
and wellbeing support

Alongside our Able Living team, the Support and Enablement team also assess people for minor aids and adaptations; this enables tenants to stay independent in their homes for longer and prevent unnecessary hospital admissions.

£684,192

spent on home adaptations
to support tenants health
and wellbeing

In 2021/22 we made 401 minor adaptations, including things like hand rails, changing tables and ramps. We also made 51 major adaptations including stair lifts, wet rooms and wheelchair adaptations.



Read more

[Click here for further details about our Tenant Involvement and Empowerment Standard](#)



Neighbourhood and Community Standard



Antisocial behaviour (ASB)

Over the last year 714 cases of ASB were dealt with. This is a slight rise from 652 cases in the previous year. 250 additional cases required ASB advice only. The top five types of ASB were:

31%	Neighbour nuisance/dispute
18%	Noise (domestic/pets/vehicles)
9%	Loud music
6%	Parking
5%	Threatening behaviour

9% ▲

Increase in ASB cases



Community fund

The Wrekin Community Fund has helped 31 groups and organisations continue their work or relaunch following disruption caused by the Covid pandemic. Some examples include:

St Leonard's Church received funding for two large freezers for their food project where volunteers cook meals for the elderly in the community.

Working Together Ludlow received funding to enable them to re-open the charity bookshop, where they can support work placements for adults with learning difficulties and disabilities.

Bright Star Boxing received funding towards an extension of their building enabling them to offer and support more mental health sessions for adults and young people. The extension also provided more volunteering and employment opportunities for local people.

Meeting Point House received funding towards a women's wellbeing weekly workshop.

£48,800

awarded to groups and projects



Room for improvement

We're working to improve tenant satisfaction with neighbourhoods. We have been holding community events and working with partner organisations to gather information from our tenants that we can use to make improvements.





Homecheck

Homecheck is our way of ensuring tenants are offered the support they may need. During the year we saw the number of homecheck visits rise to 295, an increase of 53%. Visits were significantly lower the previous year due to the Covid pandemic. The table below shows the number of people receiving support.

Total number of visits	295
Vulnerable tenants identified	61
Tenants received additional support	82
Tenants referred for specialist help	6

295

homecheck visits



Employment, skills, training and volunteer opportunities

Wrekin offers opportunities for people to develop their skills through training, apprenticeship roles and volunteering. The table below shows the number of opportunities provided over the last year.

Employees attending one or more training course	761
Training courses delivered to improve employee skills	4696
People moved into full time employment from being economically inactive	31
People moved into part time employment from being economically inactive	12
Employees enrolled on government training courses or further education	59
People directly employed as apprentices or trainees	41
People regularly volunteering to assist wellbeing activities	75
People improving skills by training while regularly volunteering	36

5,711

training opportunities



Bradley's story

Bradley, 20, joined Wrekin as an apprentice building assistant at Withywood extra care scheme. Becoming homeless had a devastating effect on Bradley's mental health. However, after finding accommodation, he was supported by Building Better Opportunities and Prince's Trust to gain a six month apprenticeship in June 2021. This was later extended to two years.

[Read Bradley's inspiring story here](#)



Tenancy Standard



Letting homes

We issued 831 tenancies, of which 217 were for tenants transferring to alternative properties. In addition to this, we had 71 mutual exchanges. We also let 273 brand new homes during 2021/22.

831

tenancies issued



Re-lets

On average, it took 31.2 days to re-let a property at an average cost of £1,840. Restrictions brought in by the government during the Covid pandemic meant that the average time it took to re-let homes increased. This number is now starting to fall again and data we have collected indicates our re-let times are amongst the best compared to other housing associations.

88%

new home satisfaction rating

	2020	2021	2022
Average re-let time (days)	14.57	34.83	31.20
Average re-let cost	£1,334	£1,593	£1,840



Maximising income for our customers

We offer advice and support to help maximise income for our customers. During the year we received 1,743 referrals to the team with a total of £3,575,571 extra income found. The table below shows how much money we secured for our customers through welfare benefits income, grants and financial assistance. In addition to this, the Money Matters team carried out 798 assessments for prospective tenants.

£3,575,571

financial help secured

Welfare benefits	£3,514,241
Charitable support	£51,557
Other financial support	£9,773





Mal's story

Mal was hit by the bedroom tax following the death of his parents.

He said: "Debts continued to rise and I couldn't manage it to be honest, I was receiving so many letters day to day. I'd have enough money to pay off one debt, but with that I'd struggle to pay off others.

"I got in touch with the Money Matters service and they couldn't have been more helpful. They made every step towards financial freedom much easier for me. With their help, I was able to reduce my debts and monthly outgoings.

"Because of the support provided by the debt advice service, I am no longer worried about anyone coming and trying to take all of my possessions, I'm also now looking at getting a PCV licence and becoming a bus driver."

[Read Mal's story here](#)

“ Because of the support provided by the debt advice service, I can now sleep soundly ”

Mal
Wrekin tenant



Rosemond's story

Rosemond ran into financial difficulty after taking out a loan. Her partner's job meant their income changed from month-to-month – so the loan repayments, coupled with rising bills, put a huge strain on their finances.

Fortunately help was at hand in the shape of Mechele Clay, Welfare Benefits Advisor with us here at Wrekin.

Rosemond said: "It was a real struggle. We couldn't keep on top of all the bills we had to pay – I knew I needed to reach out for help."

Mechele added: "Rosemond and her partner were very family orientated – everything they did was for the benefit of the family. The first task was to tackle the loan – I worked with the provider and we were able to put an affordable repayment plan in place.

"The difference I've seen in Rosemond since she started engaging with us has been remarkable – especially from a physical standpoint. It's like a weight has been lifted off her shoulders."

[Watch Rosemond's story here](#)

“ The difference I've seen in Rosemond since she started engaging with us has been remarkable. ”

Mechele Clay
Welfare benefits advisor



Rent Standard



Rent charges and collected

The rent we charged totalled £70,243,838, an increase of 3% from the previous year. Some of our customers overpay their rent to keep on top of their bills which means we managed to collect 101.1% of the rent charged.

£70.2m
rent charged



Tenants with clear rent accounts

The majority of our tenants have managed to keep on top of their rent payments. The rent arrears at the end of the financial year totalled £385,429, an increase of 19% from the previous year. Data we have collected indicates our rent arrears are amongst the lowest compared with other housing associations.

80%
of tenants have no rent arrears

Due to restrictions during the Covid pandemic, the number of evictions last year was significantly lower. The table below show how the number of evictions in 2021/22 compare to previous years.

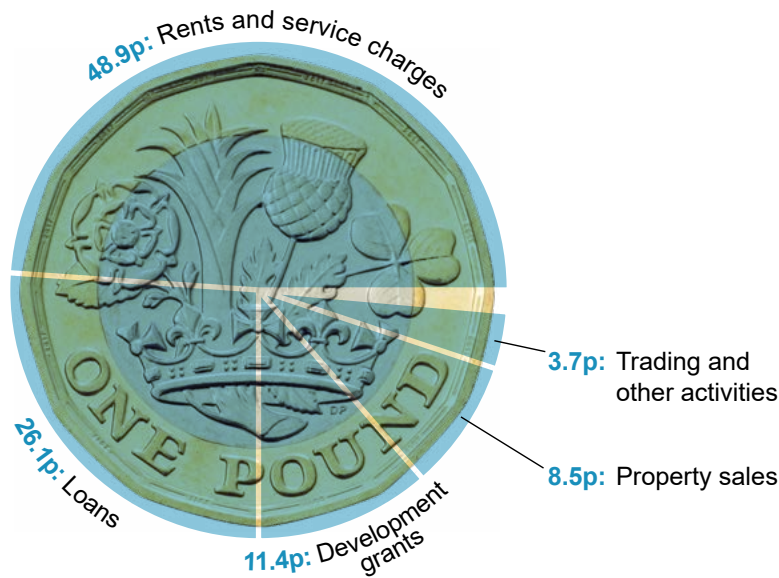
	2019	2020	2021	2022
Number of evictions	38	43	1	14



Value for Money Standard

Total income based on 2021/2022 accounts

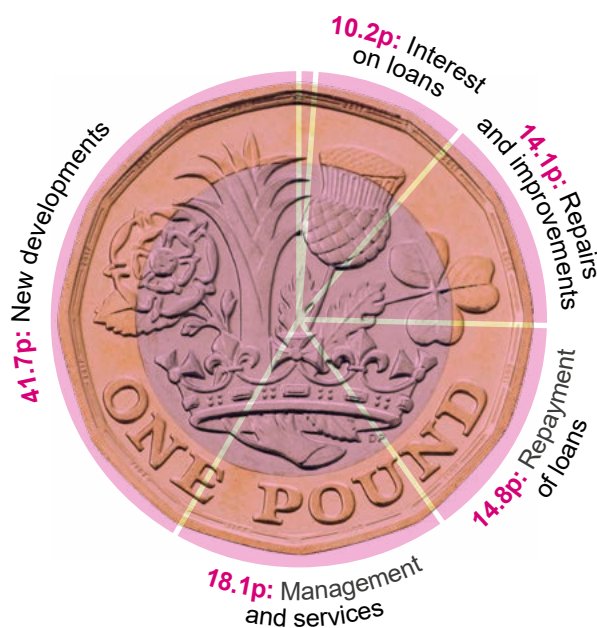
For every pound we collect this is where it comes from...



48.9p	Rents and service charges
26.1p	Loans
11.4p	Development grants
8.5p	Property sales
3.7p	Trading and other activities
1.1p	Garage and shared ownership rents
0.3p	Charges to leaseholders

Total expenditure based on 2021/2022 accounts

For every pound we spend, this is where it goes...



41.7p	New developments
18.1p	Management and services
14.8p	Repayment of loans
14.1p	Repairs and improvements
10.2p	Interest on loans
1.1p	Other