

BUILDING BACK TOGETHER



Teign Housing's
ANNUAL REPORT 2021/22



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INTRODUCTION

I am delighted to lead the introduction to Teign Housing's annual report, for what will be my final time. After five years at the helm as Chair of the Board I'm leaving the organisation in very capable and experienced hands and at its most stable point since I first got involved with Teign Housing in 2017.

The time period this report covers (April 2021 to end of March 2022), has been one of transition and fast-paced change. We've introduced new hybrid working, new technologies for colleagues and residents, built 43 new homes and launched services such as our successful Winter Warmer free meals and Assisted Lettings Scheme. What hasn't changed however is our commitment to core service delivery and value for money.

As the statistics on page 17 capture, we're doing well. 97.6% of customers are satisfied with repairs, 98% of Tenants' Forum members are satisfied with how we involve them and we're delivering strong value for money compared to our peers.

Behind those statistics of course is the real story of hard work. Both from Teign colleagues and also our many valued involved residents. Your commitment in shaping our services and providing feedback enables us to always improve, and I'd like to offer a personal thank you to you all for your time. It has genuinely made a difference to the decisions taken by the Board.

The next year will no doubt bring additional challenges. Rising inflation means the cost of building and repair materials increases and there's a shortage of materials and skilled staff. But we are well placed to handle these. As well as protecting the organisation from these pressures, our key commitment in 2022/23 will be to support residents to navigate this changing financial landscape. I know the incoming Chair, Maureen Robinson, will steer the organisation well to ensure Teign Housing continues to create excellent communities whatever the external environment.

Farewell for now, and best of wishes to all Teign Housing colleagues, residents, customers and stakeholders. Your support has and will always be valued.

Andy Jones

Chair of the Board





BUILDING FOR THE FUTURE

The demand for social housing across Devon is exceptionally high. Our promise is to increase the scale of our development programme and ensure our homes remain affordable for our local communities.

WHAT WE'VE BUILT THIS YEAR

It has been a challenging year to build social homes, due to rising material costs, COVID-19 sickness in construction teams, and developers concentrating on sites for open market sale to take advantage of high house prices.

Between April 2021 and March 2022, we completed 43 homes. This is short of our original target of 75, so we are working hard to increase activity in 2022/23.

The homes completed are a mix of rent and shared ownership, to meet the needs of different residents. The new properties are in Buckfastleigh, Holcombe, Dawlish, Kingsteignton, Ashburton, Honiton and Exmouth.

The new homes delivered in 2021/22 were mainly purchased from house builders as required by the planning system, but we also completed small schemes on our own land in Buckfastleigh and Ashburton.

FUTURE PLANS

We continue to develop our own land and create partnerships with others. We will be starting construction of eight social rented homes in the village of Widecombe in the Moor in Dartmoor National Park. We have secured planning approval for two Community Land Trust schemes in East Devon, and we are working on two further community led schemes in the South Hams. There are further house builder schemes under construction in Exmouth, Honiton, Kingsteignton, Topsham, Kingskerswell, Cullompton and Exeter.

We are always searching for opportunities to build new affordable homes that we can manage and maintain from our base in Newton Abbot and have agreed to buy 20 affordable homes from Persimmon in Okehampton and six from Strongvox in Stoke Fleming.



IN 2022/23 WE WILL:

- Build alone or in partnership with others, 77 new homes
- Complete the construction of eight new homes in Dartmoor National Park
- Ensure our new homes are fit for the future with eco-friendly features including air source heat pumps and solar panels.



HEARING YOUR VOICE



We have a strong long-held commitment to ensuring residents can influence our decisions. Thank you to all those who have helped shape and improve our services and homes.

If you'd like to find out more and offer your time, email getinvolved@teighousing.co.uk

INVOLVED RESIDENT SATISFACTION

Each year we check in with residents to ensure they feel their time and contribution is being heard and they are happy with how their views are listened to. Across our three formal resident groups, overall satisfaction is 94.5%. There is a strong consensus across all groups that they know they have impacted on how we deliver services.

Meetings were held online, with training given to members, and we look forward to returning to in-person hybrid discussions this year.

If you are interested in helping shape our work, we are looking for new members to join our various involvement groups. We have a number of different groups, allowing you to pick one that suits how much time you have to offer.

We offer free support and training for residents who get involved with us.

Contact **Julie Cleave, Resident Involvement Manager** on **01626 322751** or email: getinvolved@teighousing.co.uk

SCRUTINY PANEL

The Scrutiny Panel of residents completed a review of communication around subcontractor visits. They looked at how visits for things such as asbestos surveys, air source heat pump servicing and fire door checks are arranged. A list of key actions, including a code of conduct for contractors and different areas on the website for repairs, maintenance and servicing, were agreed. These are already well underway.

The Panel also completed their annual review of Consumer Standards, giving their assurance that they were confident we comply with this important information.

In March they started their next review looking at Teign Housing's compensation arrangements. The report and actions for this will be presented later in the year.



IMPROVING SERVICES

We are always seeking new ways to improve our services to you. Here are some of the areas we focused on in 2021/22.

OUR BUSINESS SUPPORT TEAM

The Business Support Team is the front face of Teign Housing and aims to deliver a high quality, professional service to residents by adopting a "Customer First" ethos. Using real-time data allows us to be able to manage the demands on the service by flexing staff to match demand and ensure we deliver the best service to our customers.

We take an average of 2,000 calls per month. Abandoned calls (where residents hang up before we answer) in 2021/22 were 5.4%, against last year's performance of 7%.

During the year, the team achieved all our targets and launched a new shared-learning initiative so all team members learn from each other and will be able to handle calls even more effectively. We also introduced call quality coaching to help improve the customer experience even more. To ensure we are delivering a good service, we regularly carry out customer satisfaction surveys.

COMPLAINTS HANDLING

In May 2021, we launched a new way of handling complaints. Make Things Right is our clear process for receiving complaints, reducing the time taken to handle issues and improving how we communicate to those experiencing dissatisfaction.

As part of this process, perhaps unusually, we've been actively encouraging complaints! This helps us monitor what is going wrong so we can solve issues and ensure they don't happen again.

During the year we received 151 complaints, 59% of which were about repairs. Just over 90% of all complaints were resolved at the very first stage of the complaints process. Two of the complaints are being investigated by the Housing Ombudsman.

We monitor any trends carefully so we know, for example, most complaints come from residents with new tenancies. We also know communication about repairs needs to improve, we will be taking a major step of bringing in-house the repairs reporting line, so calls are answered locally rather than through a remote contact centre.

End of Year Report - 2021/22



Complaints Performance

	2020/21	2021/22
Number of complaints received	64	151
Average time (days) to acknowledge "Make Things Right" Stage 1 complaints target = 5 working days to acknowledge your complaint	1.18	0.53
Percentage of "Make Things Right" Stage 1 complaints responded to on time - Target 100%	98%	99.3%
Percentage of all complaints resolved at "Make Things Right" Stage 1	89%	93%
% Customers satisfied with how the complaint was dealt with - Target 85%	50%	92%
% Customers satisfied with complaint outcome	50%	90%

Number of complaints received by service area - 2021 / 22

Repairs - Templer HomeBuild (THB)	58	38%
Repairs - Teign Housing	32	21%
Planned Maintenance - THB	10	7%
Compliance - THB	14	9%
Housing	25	17%
Caretaking / Grounds Maintenance	2	1%
Business Support Team	7	5%
Development	1	1%
Rents	2	1%
Total	151	

IMPROVING SERVICES continued

VALUE FOR MONEY

Value for Money (VFM) underpins all business activities at Teign Housing, and it is driven by the Board. VFM is about reviewing what we do and how we do it in order to make informed choices about how resources are effectively channelled towards the delivery of services and corporate priorities. The aim is to make the best use of our residents' money whilst balancing the cost and time with quality as well as stakeholder interests, reasonable customer expectations, organisational benefits, and business survival.

During the year, we have spent more on planned maintenance, regeneration and relaunching the Independence and Wellbeing Service.

We are committed to providing good levels of customer service in, what continues to be, a changing environment. Amplified by the impact of COVID-19 lockdowns, significant investment has again been made in 2021/22 into improving our digital services and this process is ongoing. This allows us to create a better, more effective service offer to residents, as well as helping to reduce costs over the long term.

Please see the report for more detailed information, including our financial and Value for Money performance compared to other housing providers.



Each year we produce a full financial report which includes our **Value for Money Statement**.

You can view the report for 2021/22 [here](#).

EQUALITY, DIVERSITY AND INCLUSION

Equality, Diversity and Inclusion is a priority for us, and our Respect for People Group continues to oversee our compliance to the Equalities Act 2010. The group has been busy overseeing our equality impact assessments process to ensure that all of our business activities are as inclusive as possible, and liaising with colleagues from across the business to ensure that equality and diversity is embedded into our organisational culture.

The group continue to work towards completing their action plan in accordance with the Chartered Institute of Housing's Equality and Diversity Framework. Most recently, the group reviewed our use of gender pronouns in our communications to explore if we could be more inclusive, as well as investigating the issue of labelling or stereotyping people and the damage that this can cause to individuals.

GOVERNANCE

In November 2021 the Regulator of Social Housing reconfirmed our V1 and G1 status. These are the highest standards, with 'G' standing for Governance and 'V' for Viability.

The two measures capture how well the Regulator thinks we are managed as an organisation and whether we are financially stable.

It means you can have confidence that we are well-run and have the skills and money to continue to improve homes, provide quality services and build new properties.

This year we will say goodbye to our current Chair of the Board Andy Jones. Andy has shaped our organisation in so many positive ways, and a huge thank you from our involved residents, Teign colleagues and his fellow Board Members for this contribution.



RENTS AND LETTINGS

As we ended the year, we found ourselves in a strong position with our year end figure for arrears as a percentage of annual debt at 1.39%, which is a significant improvement on the previous year when it was 1.57%. To help people manage their budgets, we dealt with 1,496 phone calls, took 418 debit card payments, supported residents to apply for 183 grants and set up 319 Direct Debits.

To further support residents, we updated and relaunched the Money Directory. All new residents also have access to an online pack welcoming them to their home, filled with lots of useful information. We successfully recruited a Head Start Advisor to help new tenants and build strong partnerships with other local organisations. This will allow us to better help and advise residents on the support that is available to them.

Satisfaction with our lettings service is exceptionally high at 99% (compared to 94.4% this time last year). We continue to let homes offering virtual viewings and giving residents more flexibility.

IN 2022/23 WE WILL:

- Launch our new mobile app that makes it easier for residents to access services on the go
- Rollout Civica Involve to engage and consult with more of our residents on the services we offer
- Improve our customer portal for residents
- Appoint a member of the Board to have lead responsibility for complaints (to support a positive complaint handling culture)
- Review the repairs reporting service and implement improvements.

MAINTAINING & IMPROVING HOMES



One of the things we spend a considerable percentage of your rent monies on, is improvements to existing homes.

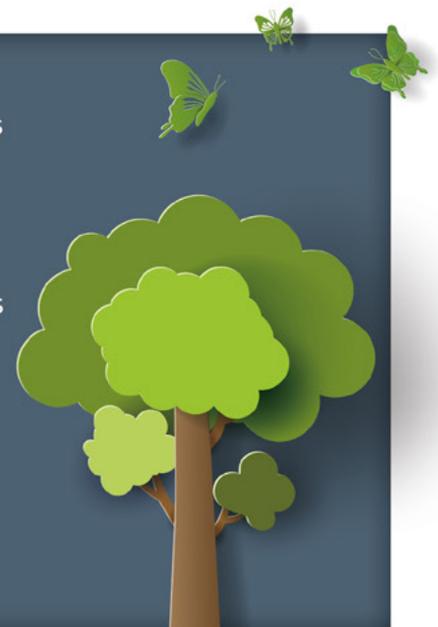
MAKING HOMES MORE ENERGY EFFICIENT

Our Carbon Reduction Strategy and year one action plan was approved by the Board in January 2022. It sets out our commitment to carbon reduction targets to be Carbon Neutral by 2050 and to ensure that all our homes will be EPC Band C energy rating or better by 2030.



The key aims of the strategy are:

- Implement a five-year plan of improvement works to bring all our homes to EPC Band C by 2030 to meet Government targets
- Develop a menu of agreed options that sets out an action plan for investment in our homes and business that will help Teign Housing to be Carbon Neutral by 2050
- Reduce fuel poverty through energy advice, enabling residents to save money and carbon
- Develop new highly energy efficient homes and retrofit our existing homes
- Provide opportunities for resident engagement
- Improve customer service and satisfaction through more energy efficient homes.



Our aims are linked to the national legally-binding carbon reduction targets, alongside regional aspirations.

KINGSWAY REGENERATION

Works commenced to regenerate a second block of flats at Kingsway in Teignmouth. The retrofit work is primarily aimed at significantly improving the energy efficiency of the building as well as ensuring its sustainability into the future, works include:

- Complete re-roofing with significantly improved insulation and rainwater goods
- New external wall insulation with a high performance render finish
- Refurbished balcony screens and glazing
- Replacement of windows incorporating 'Planitherm' glazing which uses a special coating that transforms normal glass into a material that reflects the heat you generate back into your home, rather than allowing it to escape through your windows. The coating also allows free heat from natural daylight to pass through the glass, capturing it to warm the rooms.

Evidence from the work completed in 2020/21 to Rowan block shows that the average EPC rating for each flat improved from Band D to Band B, resulting in improved comfort and reduced energy costs for residents.



REPAIRS

When COVID-19 restrictions lifted, we experienced a high volume of repairs reporting. We completed more than 12,000 repairs during the year. Satisfaction from residents was exceptionally high, with 97.6% satisfied with the repair (compared to 96.1% in 2020/21).

We completed 100% of emergency repairs within 24 hours and 99.4% of all repairs were fixed at the first visit.

HEALTH AND SAFETY COMPLIANCE

We maintained our performance for Health and Safety compliance throughout the year, ensuring we carried out 100% of our gas safety checks, water testing, lift inspections and electrical testing.

CARETAKING

This year we have been able to provide a full caretaking service to the communal areas. Each scheme has a specific service, but our caretakers generally carry out litter picking, sweeping and weeding paths, mopping floors, reporting repairs and carrying out health and safety checks. We also remove fly-tipped items and graffiti.



MAINTAINING & IMPROVING HOMES continued

VOID STANDARD

In 2021/22 we had 189 voids and the average time it took to get an empty property ready for the next resident was 22.6 days. Resident satisfaction with the standard of the property after moving in was 94%

We regularly review the costs associated with bringing all empty properties up to the void standard. We encourage all residents to report repairs and take up any planned improvements that we offer.

PLANNED WORKS

External planned maintenance such as redecoration, roofing and replacement windows continued across the year. We replaced 40 roofs, windows at 110 properties and completed external redecoration to more than 170 homes.

GROUNDS MAINTENANCE

This service covers regular grass cutting of communal areas from April to September as well as maintenance of shrub beds, hedges and any grounds maintenance improvements outside of the regular contract.

Over the last year we have purchased new equipment to enhance the service and support the team to carry out their tasks. This includes a zero turn mower for the larger sites and more battery operated hand blowers and trimmers, cutting down on the use of petrol.

We also relaunched the Grounds Maintenance Panel and members regularly give feedback about the service in their area.

IN 2022/23 WE WILL:

- Achieve 100% in all health and safety compliance areas
- Undertake a customer journey mapping exercise to explore how we can best deliver a range of services from the residents' perspective
- Bring in-house the repairs reporting line, so you deal with local people who know the area
- Reduce carbon emissions by another 5% compared to March 2022
- Ensure 10% of properties currently with an Energy Performance Certificate Band D are brought up to Band C, improving their energy efficiency.





CREATING COMMUNITIES



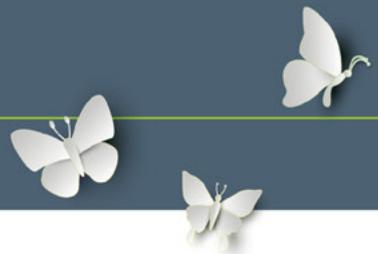
We want people to enjoy their communities and support residents' wellbeing and connections with others.

CHARTER DAYS

We ran three Community Charter Days this year – taking a flexible approach created to meet our residents' needs. We organised a 'meet and greet', either virtually or in person, for all residents signing up to brand new homes. By holding these events we co-create a sense of community, and help residents moving in to understand their responsibilities as a tenant and neighbour and the promises we make in return.

COMMUNITY EVENTS

Nearly 700 residents participated in a variety of community events, including:



	No. of participants
Winter Warmer events	118
Meet and greets	122
Kingsway skip day, cream team, tree planting and Christmas events	90
Haldon Ridge skip day	16
Haldon Ridge art session	10
Buckland Hub Tuesday sessions	110
Community Charter Days	25
Coffee mornings and craft sessions	62
Kingsway Meadow Centre Christmas party	80
Pop up visits from Newton Abbot museum	20



CREATING COMMUNITIES continued

KEEPING YOU SAFE

We work collaboratively with Devon and Somerset Fire and Rescue Service. In 2021/22 they delivered awareness sessions for the whole of the Housing Team to encourage staff to increase the number of referrals for Home Safety Visits. During the year, 27 visits were completed.

We also made 286 home visits and as a result 49 residents completed a Personal Emergency Evacuation Plan (PEEP). This is a plan which outlines what a resident should do in the case of a fire. It is a personal plan, as it takes into account an individual's mobility and other factors such as a visual impairment.

ESTATE INSPECTIONS

We carry out quarterly estate inspections in all areas where we have homes. Staff look for things like health and safety issues, repairs needed in communal areas, abandoned vehicles, fly-tipping and the general appearance of an area. We will also follow up with residents if they have an untidy garden. In 2021/22 we achieved our target of visiting each of our estates quarterly throughout the year.



KEEPING IN TOUCH VISITS

We want to ensure you are continuing to enjoy your home and that you are aware of new services we may have introduced since you first moved into a Teign Housing property. Our aim is to visit every household at least once, every two years. This year we completed 1,593 of these 'Keeping in Touch' visits.





INDEPENDENCE & WELLBEING SERVICE

In September 2021 we launched a new way of delivering services to older residents, with the intention of boosting health and wellbeing. The team's achievements in the first six months since the launch include:



- Introducing **Winter Warmers**: providing over 118 hot meals to tenants through the winter months
- **Running many other community events**: craft sessions, coffee mornings, cream teas, arm-chair exercises, pop up museum and darts
- Completing 100% of the **estate inspections**: this covered 82 sites every quarter
- Visiting almost 50% of residents as part of the Keeping in Touch initiative
- Making sure 100% of all new residents have a **tenancy sustainment plan** before sign up
- Supporting residents safety, by ensuring all pull code and pendant testing checks were up to date.

HEAD START

Head Start is our free service, offering short-term support for up to 12 weeks if you are experiencing difficulties. We offer support to reduce debt, prevent evictions, improve living conditions, as well as boosting physical and mental wellbeing.

There were 112 requests for the team's support in 2021/22, and we supported residents to access funding, grants and benefits worth £70,802.

We also helped residents access Teignbridge District Council's hardship fund, referring 106 households to this new pot of money designed to help people whose income had suffered due to COVID-19.



CREATING COMMUNITIES continued

ANTI-SOCIAL BEHAVIOUR

We want everyone to enjoy their home and community. We have a clear Anti-Social Behaviour (ASB) Policy, outlining what we consider to be ASB and action we will take. This year we handled 21 new ASB cases. Customer satisfaction with how their ASB complaint was handled is at 100%, compared to 92% in the previous year.

As a result of our investigations, we were able to secure an eviction order against one resident, following their continued nuisance to neighbours. We also got the courts to issue two Notices to Seek Possession, which is the final legal warning before eviction can be secured.

We responded to three Community Triggers, issued seven Acceptable Behaviour Contracts and referred two cases for free mediation to try and end a neighbour dispute.

This demonstrates how we will take a range of actions where we have evidence of ASB and our success at building cases which satisfy the courts.

ASSISTED LETTINGS SCHEME

The Assisted Lettings Scheme, introduced in June 2020, is designed to ensure that new tenants get the best possible start when they move into their new home. Where the initial costs of moving can be difficult to meet the scheme sets out to offer that much needed financial assistance, by offering qualifying residents either white goods or carpet for their new home. It can help to ensure that new tenants do not fall quickly into rent arrears during their starter tenancy. It can also help to make new tenants more resilient in dealing with their financial affairs. In 2021/22 we helped 32 new residents at a cost of just over £7,000.



IN 2022/23 WE WILL:

- Continue to offer our Winter Warmer events for our older residents
- Test and trial new technology in preparation for the transition from an analogue to digital TeignCare alarm service
- Open a new drop-down zone in Buckland, Newton Abbot
- Hold at least four events in the community to work with residents to build digital confidence and financial resilience.



PERFORMANCE AT A GLANCE



Here's our key performance statistics for 2021/2022:



97.6%

of residents were satisfied with our repairs services
(an increase from **96.1%** last year)



100%

of emergency repairs were completed on time
(2020/21 performance was also **100%**)



5.4%

of calls to our contact centre went unanswered
(compared to **7%** last year)



99.7%

of repairs appointments made were kept
(**99%** in 2020/21)



100%

of properties had their annual gas safety check



**More than
£70,000**

additional income secured for residents, via our Head Start service





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