

A large circular photograph of three women laughing together. In the foreground, a woman with short dark hair, wearing a purple shirt, is laughing heartily. Behind her, a woman with blonde hair is also laughing. To the right, a woman with dark hair is holding a white mug with a grey pattern and laughing. The background is slightly blurred.

Annual Report

1st April 2022 -
31st March 2023

Introduction

We're pleased to publish our annual report for 2022/23, which highlights all the key areas and information around your home, your neighbourhood, how we perform, how you feel about value for money on your property, engagement, compliments, and complaints.

Your neighbourhood

We continue to deliver our neighbourhood plans to help our communities thrive. We've been working with partners to give a joined-up approach.

Investing in homes

Our five-year commitment to invest in existing homes is underway. This will see us spend more than £100 million on improvements, repairs and cyclical work. We have been focusing on those homes that are at risk of damp and mould. We asked all our customers to let us know if they had any condensation, damp or mould issues, and highlighted how they should report these issues.

In the next year alone, we plan to spend almost £22.8 million, of which £11 million will be on upgrades to existing homes.

It has been a challenging year for our repairs team, particularly through difficulties with recruiting and retaining staff and the rising cost and availability of materials – issues that we know many organisations have faced this year. We have listened to customer feedback, and we are investing to improve the service that customers receive.

Engaging with customers

Thank you to all those customers who have sent us feedback or been involved in our customer groups. This collaboration means we can deliver better services and it's been fantastic. We've recently introduced two new customer groups: for compliments and complaints (CARE), and for our repairs (HOME). All our customer groups help to hold us to account and improve our services.

Kind regards

Andrei Szatkowski

Executive Director of People



Your home

We're investing in existing and new homes. Our customers rightly expect to live in a home that is safe, well maintained, efficient to run and capable of meeting their needs both now and into the future. We have experienced some delays to some of our projects on new builds due to the difficult economy for our contractors, but we are pleased these projects are now near completion.





9,615

Total homes managed



8,822

Homes managed that are rented



268

Homes managed that are bought on long leaseholds



167

New homes



581

Existing homes re-let



86.6

Average days to re-let



478

Homes managed that are Shared Ownership



30

New Shared Ownership properties sold



6

Rough sleepers accommodation project homes



10

Customers reached 100% ownership through staircasing



67

New homes let

Where are your homes?

- 1 Newcastle-under-Lyme
8,179 homes
including **110** new homes
- 2 Cheshire East
817 homes
including **30** new homes
- 3 Stoke-on-Trent
80 homes
- 4 Cannock Chase
39 homes
- 5 Stafford
71 homes
- 6 Cheshire West & Chester
73 homes
- 7 East Staffordshire
31 homes
- 8 Staffordshire Moorlands
10 homes

Data for rented and Shared Ownership homes excludes Leaseholders.



99.47%
Homes met the Decent
Homes standard

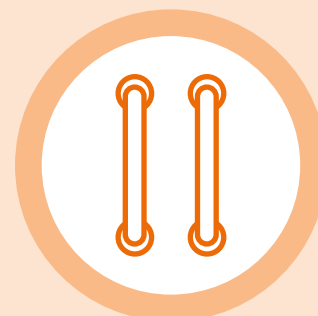


£4,088
Spent overall on
average per property



£11,594,758
Spent on home improvements





£216,902

Spent on aids & adaptations



£148,000

Spent on fire doors



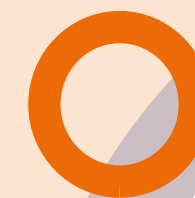
17

Temporary accommodation properties provided, including furnished lets



80.5%

Properties that have an EPC rating of C or above (how energy efficient your home is)

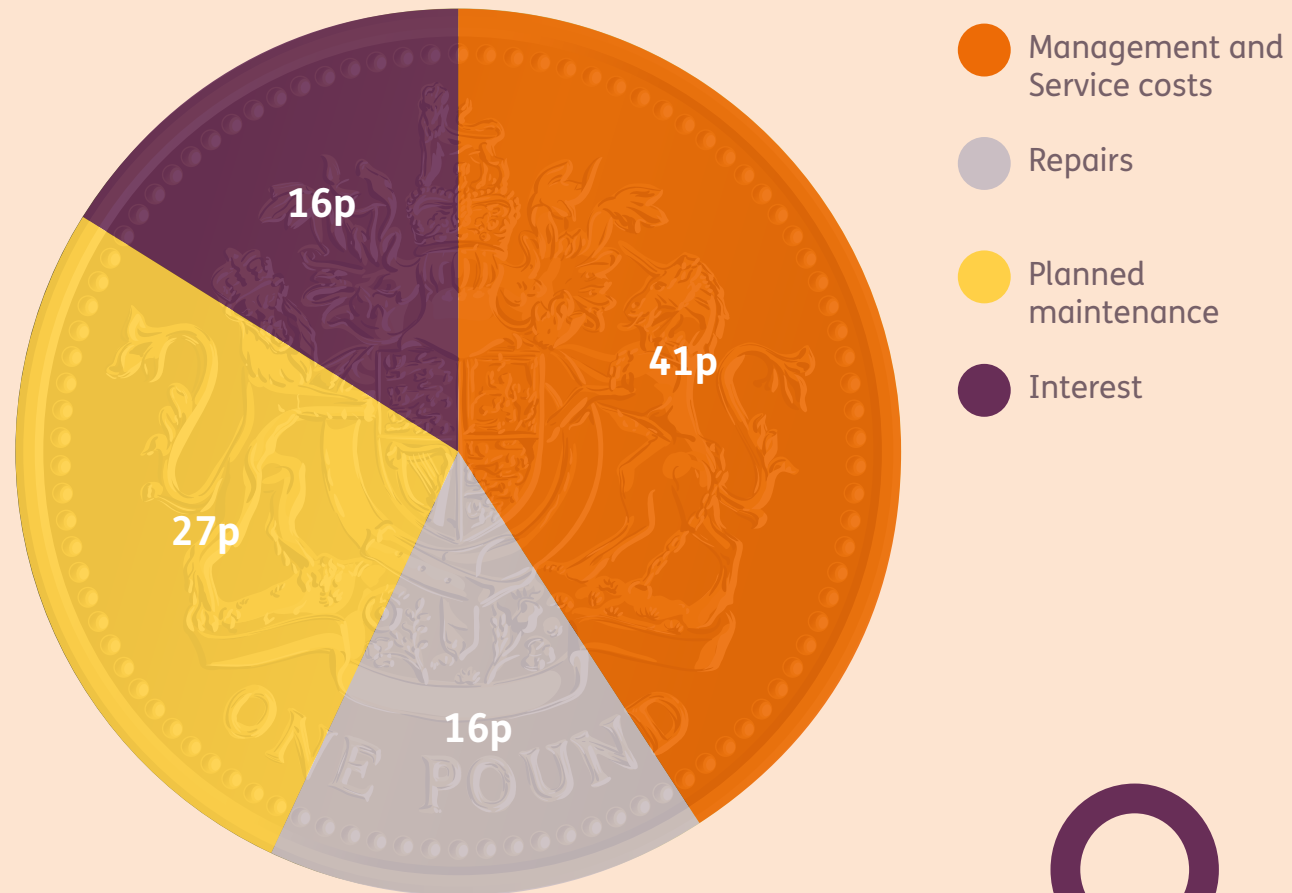


What's next?

In 2023/24, we will create more than 180 new homes for people in our communities, and we're planning to build or acquire almost 1,000 new homes in the next five years to help tackle the housing crisis.

How your rent is spent (per £1)

Customers have told us they're interested in how we spend your rent money. Every pound we get is spent in the following way:



Repairs

We are embarking on a major programme of service improvement for repairs, as we continue to strive for a rightfirst-time approach, reduce waiting times and increase appointment availability. But we do know sometimes we don't quite meet this expectation. We're working on making further changes to improve our service and therefore our customers' experiences.

We wrote to all our customers either by email or by letter to highlight the risks of damp, mould and condensation and how to report it.



Do you have a repair you need to report?
Its easy to do online 24/7 – click here: 
[www.aspirehousing.co.uk/
our-services/repairs-maintenance](http://www.aspirehousing.co.uk/our-services/repairs-maintenance)



7,006
Emergency repairs



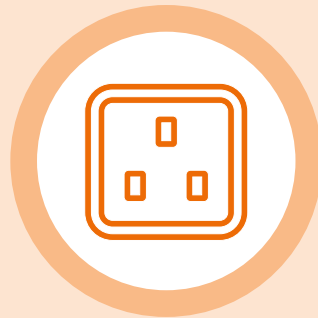
21,309
Non-emergency repairs



92.1%
Repairs completed
right first time



99.98%
Gas safety at
end of year



99.50%
Electrical safety
at end of year



100%
Fire risk assessments
in date at the end
of year



1,419

Damp, mould and
condensation surveys
carried out



93.4%

Satisfaction with repairs
(from text survey)



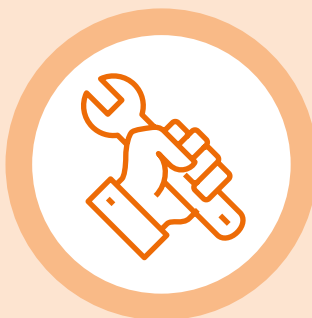
30.3%

of repairs were
booked online



273

Security doors
installed



£6,457,104

Spent on responsive repairs

What's next?

We have introduced a customer group called HOME who are helping to highlight issues that are important to customers and really make a difference. For example, in relation to consistent damp, mould and condensations issues. They will hold us to account for our service delivery promises. We've recently conducted a review of the service and will be implementing these changes. Some of which are small, some larger, over the next five years.

We've improved our condensation, damp and mould process and we will launch a new toolkit from PlaceShapers in collaboration with the Energy Saving Trust that will help and give tips on dealing with condensation, damp and mould.

Click here to find
advice on our website: 

[www.aspirehousing.co.uk/
condensation-damp-and-mould](http://www.aspirehousing.co.uk/condensation-damp-and-mould)

Your neighbourhood

Our neighbourhood plans are now in action, and we are working with partners to deliver these. We hold regular drop in events where our Employment and Skills team can help with getting back into work or undergoing a change in your career. Our Money Advice team can assist in checking you are claiming what you are entitled to or help with budgeting or managing any debts.

We know times are hard and we are here to support you, whether that is moving into your new home or using our support services to help. We work hard to address anti-social behaviour (ASB) and use partners like the police when needed. We have many events you can join us at and we hope to have more in our communities.





188

ASB cases resolved



254.37 tonnes

of fly tipping removed by estate caretaking service
across **958** instances of fly tipping recorded



215

New ASB cases reported



19.7%

ASB cases open for
over six months
at end of year

What's next?

We have launched our new Neighbourhood Plans, which means we have a focus on the wider alignment of services being delivered to our communities eg Maintenance, Caretakers, Income.

With this new approach we have a holistic review of our support services with a focus on tenancy sustainment.



If you experience ASB and
want to report it – click here:
www.aspirehousing.co.uk/asb



We engage

One of our customer promises is to work closely with our customers and ensure we have strong engagement through our customer groups. Following the tpas (tenant engagement experts) Landlord Accreditation last year, we continue to be dedicated to putting customers at the heart of what we do.





8,800

Responses to ongoing
satisfaction surveys
that help improve
our services



520

Responses to other
consultation-style
activities




7

Consultation
activities



14

Satisfaction surveys
active during the year

Click here to
get involved 
and contribute

www.aspirehousing.co.uk/get-involved



What our Engaged Customers did during 2022/23



2022/23 has been a busy year for our engaged customers, here are some of the highlights:

OASIS have continued to monitor and challenge our service provision in relation to communal spaces standards, ensure that delivery plans resulting from our Customer Led Service Reviews have been implemented, endorsed several policies including our approach to tackling damp and mould.

The Customer Assessors have carried out 139 assessments of our customer services team, ready to let homes and communal spaces. Findings from the communal spaces assessments have been used to plan our investment into Aspire's communal blocks.

We completed our first two Customer Led Service Reviews of the Home Alterations and

Anti Social Behaviour services. The reviews have resulted in 7 and 13 recommendations respectively to improve the service to Aspire customers. These will be implemented throughout 2023/24.

We have worked with customers on our approach to building safety within our communal blocks, creating useful information and communications on being safe and updating our Building Safety Policy.

What will we be doing in 2023/24

In the coming 12 months we will be focusing on creating customer groups that will work alongside us on our complaints process, approach to sustainability, customer services, repairs services and neighbourhood management. These groups will meet regularly and help us in creating services that meet customer expectations.

We will be holding our first Engaged Customer Summit to which all our Engaged Customers will be invited to talk openly about the things we are doing well and what would we could be doing better. The event will also provide insight into the challenges faced by housing associations at this current time.

We will be recruiting for a Customer Board Member to join the Aspire Housing Board when Marina our current Customer Board Member steps down after 9 years of service. We'd like to thank Marina for all she has contributed during her time on the Board.

What's next?

We will be developing even more ways customers can be actively engaged within their communities and share their voice on the things that really matter about where they live. We have created a CARE group of involved customers to help review how we manage complaints, and launched a HOME group which will help us with improving our repair service.



We support

We drive excellence through our customer service by aiming to answer customer calls and contacts and provide a first point resolution. We are more than a landlord; we help support people and communities with a wealth of services that are available to our customers. We can offer tenancy support and wellbeing, our money advice service, and employment and skills services; as we know at times you may need extra support.

**Click the links below
for more information:** 

[www.aspirehousing.co.uk/our-services/
wellbeing-and-housing-support](http://www.aspirehousing.co.uk/our-services/wellbeing-and-housing-support)

[www.aspirehousing.co.uk/our-services/
money-advice](http://www.aspirehousing.co.uk/our-services/money-advice)

[www.aspirehousing.co.uk/our-services/
employment-and-skills](http://www.aspirehousing.co.uk/our-services/employment-and-skills)



**72.3%**

Customer's successfully supported to reduce rent arrears through our money advice service

**£52,353**

In unclaimed benefits we helped customers to receive

**£116,308**

Financial outcomes achieved for our customers

**326**

Customers helped to sustain their tenancies

**578**

Customers empowered and support plans completed

**75%**

arrears reduced for customers

**£462,927**

Amount of debt customers helped to reduce

**766**

Money advice appointments



£35,105

Successful charitable applications made for customers by wellbeing team



249

Money advice drop in sessions



584

Number of money advice customers supported



81.8%

Employment and skills customers sustained employment for three months or more (industry standard 50%)



97

Employment and skills positively progressed into employment training or volunteering



32

Care Leavers



What's next?

To help reduce homelessness in the area we will be offering supported housing option for those who are at risk of homelessness.

How do we perform?

This section will let you see how we perform as an organisation. You can see how we compare to other Housing Associations and what we have learned from the complaints and compliments we have received.





563

Formal complaints



57%

Allocated to Maintenance

25%

Asset Management

9%

to Neighbourhood

The remaining 9% cases were allocated to Income, Development, Allocations, Finance, Customer Excellence & Compliance.



79%

Complaints resolved within the ombudsman 10-day target



63%

Satisfaction with complaint handling



217

Compliments recorded - mostly praising our staff and the quality of their work



3

Cases investigated by Housing Ombudsman

Click here for more information on how the Housing Ombudsman provides support for customer complaints visit

www.housing-ombudsman.org.uk

To see our latest self-assessment against the Complaint Handling Code, click here

www.aspirehousing.co.uk/corporate-information



73%

Complaints upheld

We always welcome feedback

How are we doing?



www.aspirehousing.co.uk/customer-feedback



What we have learned

As a result of customer complaints & feedback the Maintenance team has made many improvements during the year, including:

- Commissioned a transformation plan for Aspire's repairs and maintenance service which has now commenced
- Implemented a new structure to better reflect service delivery, including separation of responsive repairs and planned delivery to reduce wait times
- Created additional operative roles to reduce wait times for customers and designed a plan to contract large works to an external agent to free up resources for smaller jobs
- Created additional manager, scheduler and customer liaison roles to support the customer journey, ensuring timely communication is a top priority
- Implemented a dedicated team to manage all damp and mould works to manage the customer journey from start to end
- Fed back customer issues to contractors, amending arrangements and changing suppliers (e.g. kitchen) where required

- Developed a customer satisfaction survey for grounds maintenance to be delivered during the cutting season (Apr-Oct), so we can act on feedback, improve the service and avoid complaints. This will be rolled out to all delivery work to help improve services across a variety of planned programmes.

The Neighbourhood team has:

- Focussed on the condition of ready to let properties, working collaboratively with the voids team to incorporate feedback from customers to ensure that properties meet the lettable standard
- Created a dedicated point of contact to support customers facing complex and challenging decants – i.e. a move to a temporary or permanent re-location due to maintenance or development
- Introduced some checks and controls around accuracy of property advertisements
- Reviewed the appointment of sub-contractors and removed any companies who do not meet our standards.

What our customers have been saying

What are we doing well

- Professional and friendly colleagues widely across the business, with particular praise for colleagues in our repairs, planned improvements, contact centre, locality coordinators and employment & skills teams
- Going above and beyond for customers. Our flexible and tailored support from individual colleagues across Aspire continues to prompt customers to get in touch to say 'thank you' for the impact made
- Quality of work completed – relating to repairs, planned improvements & gas/ electrical compliance. Praise for a job well done for fixing issues and on occasion going over and above expectation
- Speed and efficiency of online tools, eg, Live Chat, which helps customers to self-serve and resolve issues quickly.

How are we improving

- Making more information available to customers so they do not need to chase for updates. Eg, on the website and/or via the Portal for all work: responsive; planned; damp & mould remedial; and local environmental improvements

- Ensuring follow on work is booked in so customers are not left waiting or needing to chase for work to be scheduled
- Returning customer calls in response to queries & complaints across all service delivery areas, not just repairs
- Continue to improve processes and plan resources to increase appointment availability to meet demand and avoid last minute cancellations
- Ensure feedback is passed to contractors and used in contract management to improve performance across all service areas
- Improving the condition of communal areas and re let homes ensuring we are meeting our own standards
- Continue to improve the complaint resolution experience ensuring that where work is promised that this is completed.



STAR satisfaction survey results

Survey of tenants & customers (STAR)

✓ Target achieved A Action taken to improve

	Aspire 2022/23 result	Aspire 2022/23 Target	Aspire 2021/22 Result	Sector benchmark	
Overall satisfaction (%)	81.9	88.0	88.4	84.6	A
Quality of home (%)	80.5	84.0	82.3	83.1	A
Home safe & secure (%)	95.5	95.0	95.1	87.3	✓
Repair (perception) (%)	86.1	88.0	91.0	84.2	A
Neighbourhood (%)	87.2	87.0	83.3	84.9	✓
Opportunity to make views known (%)	87.3	85.0	91.2	73.2	✓
Easy to deal with (%)	89.3	90.0	92.5	83.5	A
Value for money of rent (%)	92.7	95.0	93.7	87.7	A
Value for money of service charge (%)	78.3	85.0	75.6	75.2	A
Net Promoter Score	68.8	85.0	73.4	38.4	A

Latest available sector results for 2022/23. Figure is benchmark for top 25%, or upper quartile, of all housing providers.

Our environmental impact

Where we are now

Environmental issue	Absolute 2022	Intensity per home 2022
CO₂ – homes	22,542.75 tonnes CO ₂	SAP 72.4
CO₂ – communal heating systems	306.28 tonnes CO ₂	12,963 kWh / home managed
CO₂ – offices (scope 1)	49.69 tonnes CO ₂	29.72kg CO ₂ kg/m ²
CO₂ – offices (scope 2)	33.52 tonnes CO ₂	29.72kg CO ₂ kg/m ²
CO₂ – business mileage	80.28 tonnes CO ₂	9.21kg CO ₂ / per home managed
CO₂ – maintenance activities (scope 1)	360.35 tonnes CO ₂	46.09kg CO ₂ / per home managed
CO₂ – maintenance supply chain (scope 3)	41.31 tonnes CO ₂	46.09kg CO ₂ / per home managed
<hr/>		
Water – homes	1.1 million m ³	150.1 lpd
Water – offices	936 m ³	2.84 m ³ /employee/yr
Waste to landfill – homes	4,159 tonnes	2.3% increase in customer recycling rates above local authority rates
Waste to landfill – offices	1.6 tonnes	94.4% of waste diverted from landfill
<hr/>		
Responsible materials – maintenance	59%	59%
Responsible materials – offices	0.08%	0.08%



Taken from SHIFT 2022 assessment. We will review annually and within 3 months we will have an action plan and measurable targets with milestones. These will then be added to the strategy.



aspiring for a
**greener
future**





If you want to be involved in helping us review our services to make them better contact us at involved@aspirehousing.co.uk 

Follow us



Aspire Housing, Kingsley, The Brampton,
Newcastle-under-Lyme, ST5 0QW
01782 635 200 | www.aspirehousing.co.uk

September 2024 | Version 1



Please recycle me