



# Annual Report

1st April 2021 -  
31st March 2022

# Introduction

We're pleased to publish our annual report for 2021/22 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.

It was another tough year following covid that continued to mean that we had to change how we delivered our services and move to being online where we can, but despite these challenges we delivered the services and kept our learners, customers and colleagues safe. It's great to see things back to a more normal way!

## Neighbourhood plans

The next year will bring the launch of our neighbourhood plans which means closer working with our communities, including residents and local partners. These plans have been formulated from the feedback you gave us in our Chat 2 Aspire survey. Some of the launches have already taken place and you can find out more on our website.

## Investing in homes

This year we will launch our new five-year commitment to invest in existing homes,

which will see us spend more than £100 million on improvements, repairs and cyclical work. In the next year alone we plan to spend almost £20 million, of which £13 million will be on upgrades to existing homes, this is £5 million more than the previous year.

- This will see residents benefit from a range of investment in homes, including 430 kitchens, 122 bathrooms, 691 boilers, 747 electrical upgrades and rewires, 97 front and back doors and 168 new roofs
- We will also be investing in the environment around our homes including 20 new communal entrance doors to flat blocks

## Engaging with residents

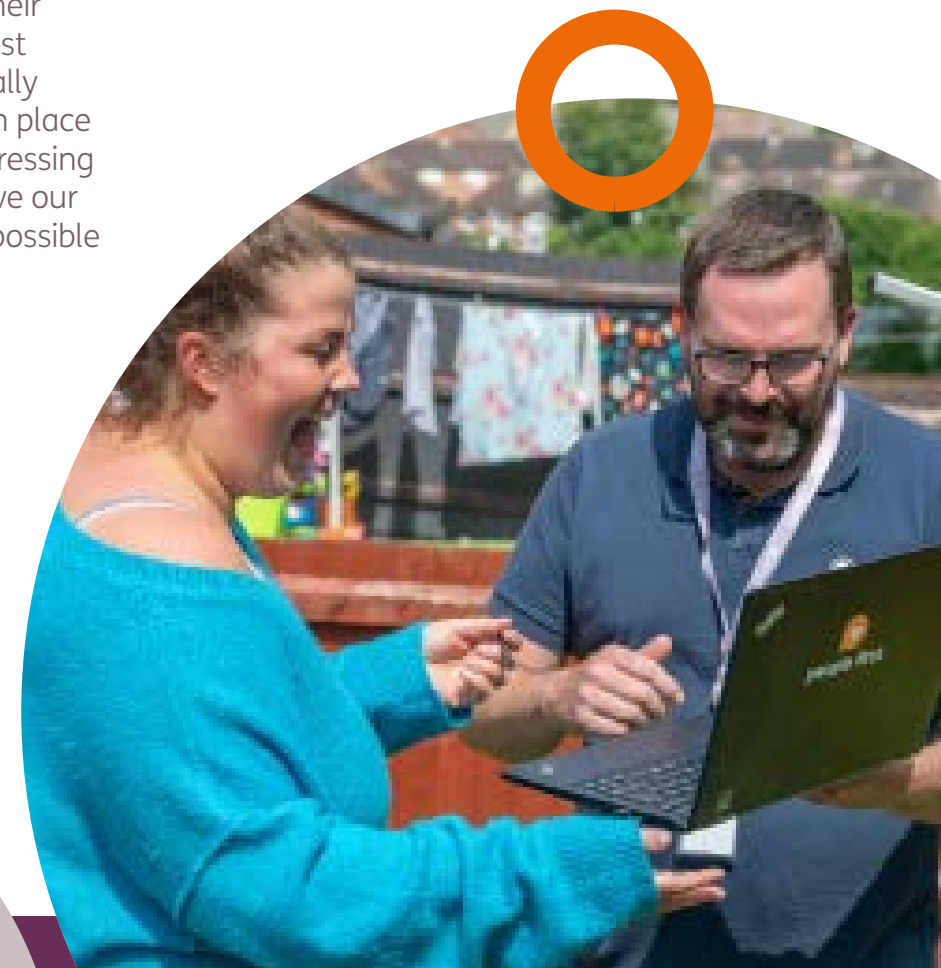
Thank you to all those customers that have sent us feedback or been involved in our customer groups. This collaboration means we can deliver better services and it's been fantastic to receive a Tpas Landlord Accreditation in Tenant Engagement, which demonstrates our commitment to high standards of engagement and involvement amongst our residents! We're extremely proud to receive this, and to be the only social housing provider in the West Midlands to hold this accreditation, and one of just 18 nationally.

The Landlord Accreditation in Tenant Engagement is the only independent evidence-based accreditation scheme that assesses an organisation's resident involvement arrangements. The process enables social landlords to demonstrate their commitment to resident engagement and ensure their approach is effective and offers the best value for money. This achievement really reinforces the principles we have put in place to help recognise areas that need addressing and will allow us to continue to improve our services and give customers the best possible experience.

Take care and keep safe

**Andrei Szatkowski**

**Executive Director of Customer Experience**



# Your Home

We're investing in existing and new homes. We want your homes to be safe and maintained to the Aspire standard while making homes more energy efficient.



**9,493**

Total homes managed

**8,716**Homes managed  
that are rented**268**Homes managed  
that are leased**217**

New homes

**549**

Existing homes re-let

**54.8**Average time  
to re-let (days)**464**Homes managed that  
are Shared Ownership**74**New Shared Ownership  
properties sold**4**Rough sleepers  
accommodation  
project homes**4**Customers reaching  
100% ownership**140**

New homes let

## Where are your homes?

- 1 Newcastle-under-Lyme  
**8,101 homes**  
including **46** new homes
- 2 Cheshire East  
**774 homes**  
including **146** new homes
- 3 Stoke-on-Trent  
**81 homes**
- 4 Cannock Chase  
**39 homes**  
including **19** new homes
- 5 Stafford  
**71 homes**
- 6 Cheshire West & Chester  
**73 homes**
- 7 East Staffordshire  
**31 homes**
- 8 Staffordshire Moorlands  
**10 homes**  
including **6** new homes

Data for rented and Shared Ownership homes excludes Leaseholders.



**99.61%**  
Stock meeting Decent  
Homes standard



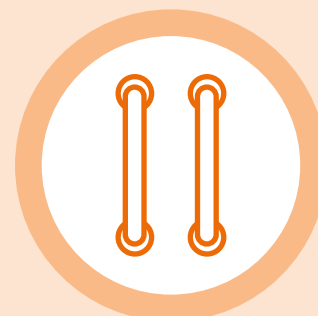
**£3,432**  
Spend overall on  
average per property



**£8,956,105**  
Spend on home  
improvements







**£131,989**

Spend on aids & adaptations



**8**

Temporary accommodation properties provided, including furnished lets



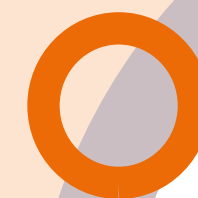
**£419,851**

Spend on fire doors



**80%**

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

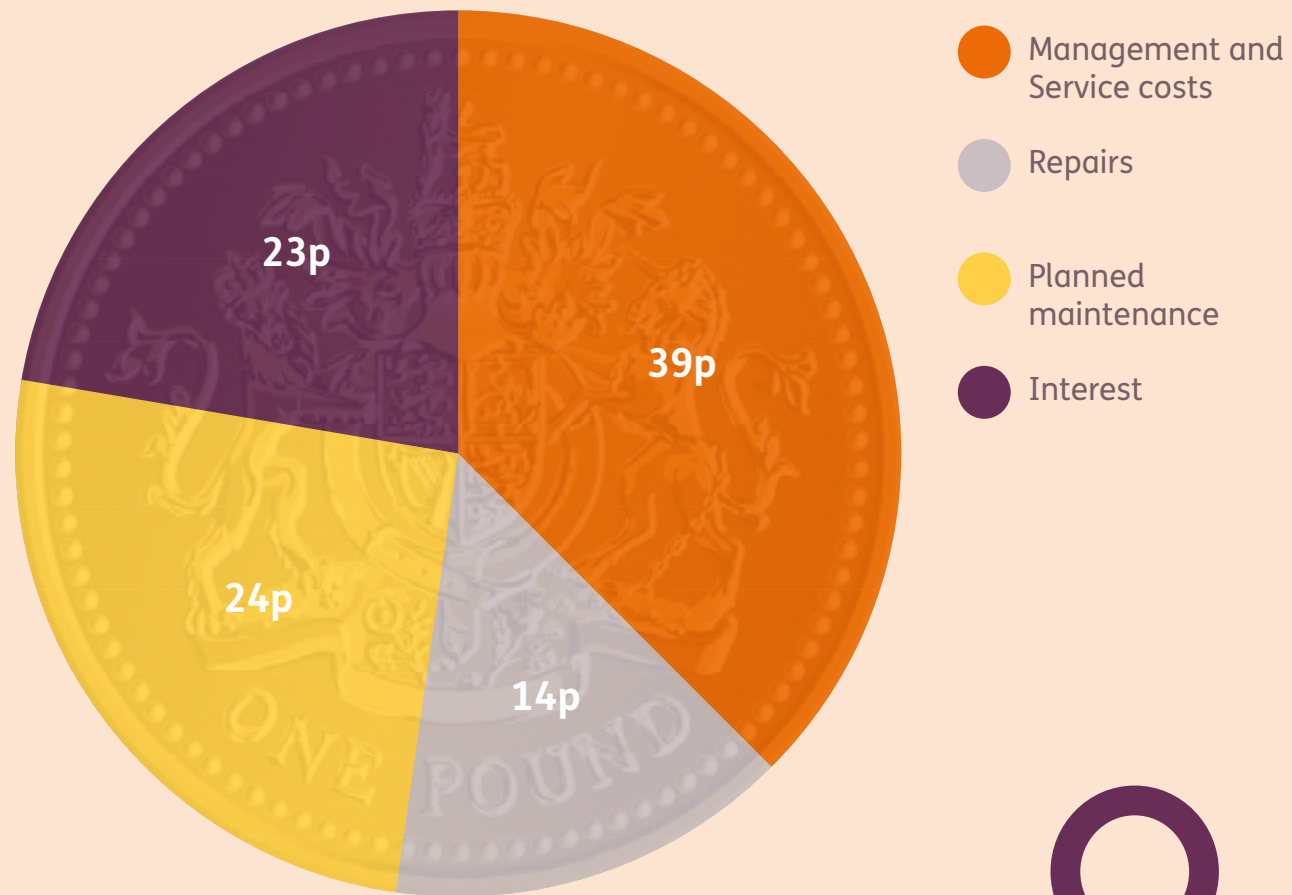


## What's next?

In 2022/23 we will add over 230 new homes. This will include our new Holborn Place scheme in Newcastle town centre, which will provide 89 new homes and is due to complete in Autumn 2022. Stanton Close in Knutton and The Sidings in Silverdale are also due to complete in early 2023.

## 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've made some changes to our repair service as we continue to strive for right-first-time approach. But we do know sometimes we don't quite meet this expectation.

We're working on this and making further changes in 2022/23.





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



**9,686**  
Emergency repairs



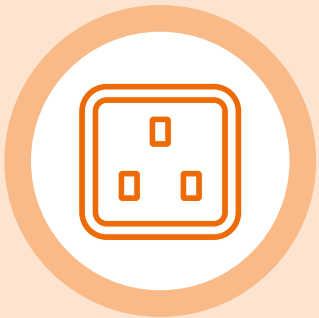
**19,172**  
Non-emergency repairs



**92.2%**  
Repairs completed right first time



**99.98%**  
Gas safety at end of year



**99.98%**  
Electrical safety at end of year



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



**609**

Damp, mould and  
condensation surveys  
carried out



**11**

Security doors installed



**27%**

booked a repair using our  
online portal



**£5,728,825**

Spend on responsive repairs



**94.7%**

Satisfaction with repairs  
(from text survey)

## What's next?

Following restructure and increased resources in the team, the focus for 2022/23 will be on delivering an improved service for customers, building on the current strengths of right-first-time and self-serve reporting, improving communication, availability and quality of work across all work streams. We'll also deliver our "My Service" project with the aim of improving the customer journey, taking into account the feedback we have received from customers.

# Your Neighbourhood

In our latest Chat 2 Aspire survey, we spoke to residents across all our communities to hear about the areas in which they live. We're now using this information in our Neighbourhood Plans which are being launched this year.

We continue to work closely with partners and residents to look into **anti-social behaviour (ASB)** and look to create more biodiverse green spaces.





**269**

ASB cases resolved



**9,694,000m<sup>2</sup> approx.**

Green spaces maintained



**358**

New ASB cases reported



**17.5%**

ASB cases over  
six months at  
end of year

## What's next?

We launched our four Neighbourhood Plans, which mean we have a focus on the wider alignment of services being delivered to our communities e.g Maintenance, Caretakers, Income.

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



**What to do if you experience ASB and how to report it**  
[www.aspirehousing.co.uk/asb](http://www.aspirehousing.co.uk/asb)

## We Engage

One of our customer promises is to work closely with our residents and we have strong engagement through our customer groups. Our OASIS group, which holds us to account against our promises makes sure that the customer voice is heard, and our customer assessors, who assess our delivery of service.

We've recently been awarded the **Tpas Landlord Accreditation in Tenant Engagement**, which we're delighted about.







**2,261**

Responses to  
Chat 2 Aspire  
Over **27%**  
response rate



**5,732**

Responses to ongoing  
satisfaction surveys  
that help improve our  
services



**331**

Responses to other  
consultation activities



**2,592**

Total number of  
customers involved in  
consultation activities

**How to get involved and contribute**  
[www.aspirehousing.co.uk/get-involved](http://www.aspirehousing.co.uk/get-involved)



## How have OASIS influenced our services?



The OASIS Group have come together six times (four Promise Performance meetings and two Assurance Meetings) and have met with service leads to discuss service delivery and associated concerns as well as seeking assurance in the areas of ASB, Damp and Mould and Repairs and Maintenance (empty properties and Day to Day).

OASIS have endorsed four policies: Repairs and Maintenance, Call Recording, CCTV and Home Alterations).

The Home Alterations policy was endorsed and at the same time a Customer Led Service Review was commissioned to support and improve the processes associated to the service with the aim of improving the service to customers.

The group have also carried out sense checks in relation to the Together with Tenants Standard, Regulatory Submission and Housing Ombudsman Complaints Code. In each case the group were happy that requirements were being met of these standards and were happy to provide that extra level of assurance. They also signed off this Annual Report to residents.

The group also identified some additional training around effective group skills and challenging effectively which was commissioned and all members took part in.



## What's next?

Following on from the Chat 2 Aspire survey we will be developing ways customers can be actively engaged within their communities and share their voice on the things that really matter about where they live.

We will also be looking at how we can involve customers more in how we manage complaints and launching a number of Customer Led Service Reviews, beginning with Anti Social Behaviour and Customer Home Alterations.

# We Support

We drive excellence through our customer service. This can mean answering calls and contacts and how we deliver our People First strategy. We are more than a landlord, our services help support residents with a wealth of services that are available to our residents.

We can offer tenancy support and wellbeing, our money advice service, and employment and skills services' as we know at times we may need extra support.



**51%**

Customer successfully  
supported to reduce  
rent arrears

**£251,811**

Amount we helped  
customers receive in  
unclaimed benefits

**£788,740**

Financial outcomes  
achieved for our  
customers

**372**

Customers helped to  
sustain their tenancies

**178**

Customers empowered and  
support plans completed  
and 1,460 Customer  
support goals achieved

**13**

Evictions prevented  
for people at risk of  
homelessness

**6,872**

Enhanced Service visits  
completed

**£216,500**

Amount of debt  
customers helped  
to reduce

**493**

Money advice  
appointments



# 389

Successful charitable applications made for customers by wellbeing team



# 43

Money advice drop in sessions



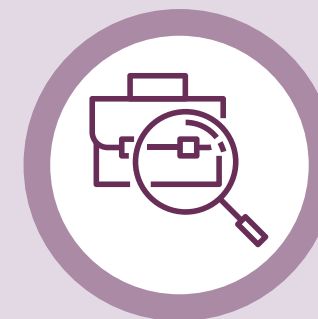
# 117

Number of money advice customers supported



# 84%

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



# 149

Employment and skills positively progressed into employment training or volunteering



# 11

Care Leavers who have been supported



## What's next?

We're reviewing our approach to managing empty homes with a focus on helping those residents who may want to move to a smaller home.

Alongside this we are reviewing the joint Allocations Policy with Newcastle-under-Lyme borough council.

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.

We launched our Sustainability Strategy this year and we can now share how much impact we have on the environment.





**516**

Formal complaints



**64%**

Allocated to Maintenance

**18%**

Asset Management

**9%**

to Neighbourhood

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



**89.5%**

Complaints resolved within the ombudsman 10-day target



**72.5%**

Satisfaction with complaint handling



**211**

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



**3**

Cases investigated by Housing Ombudsman

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

[www.aspirehousing.co.uk/corporate-information](http://www.aspirehousing.co.uk/corporate-information)



**61%**

Complaints upheld

For more information on how the Housing Ombudsman provides support for resident complaints visit

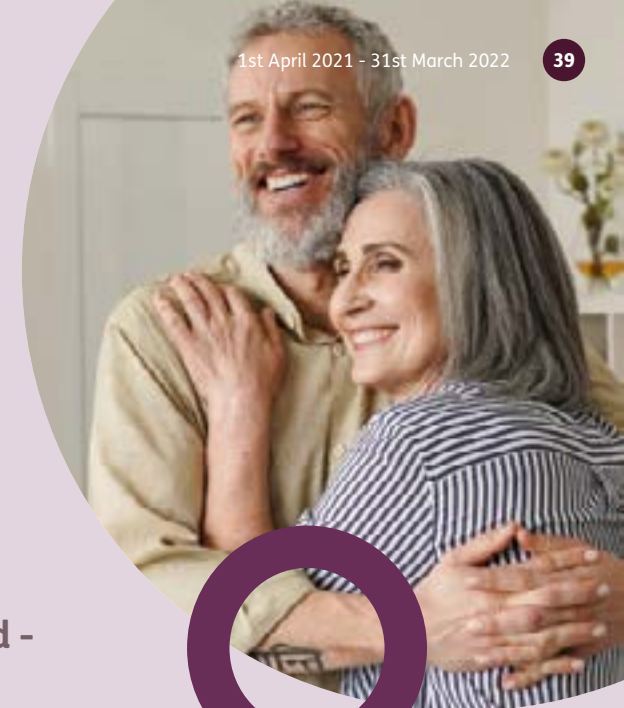
[www.housing-ombudsman.org.uk](http://www.housing-ombudsman.org.uk)



**We always welcome feedback**

**How are we doing?**

[www.aspirehousing.co.uk/customer-feedback](http://www.aspirehousing.co.uk/customer-feedback)



# What we have learned

As a result of customer complaints & feedback we've made many improvements during the year including:

- Review of the team structure and recruitment of additional resources
- Employed contractors to deliver work where necessary, subsequently taking action where they have not delivered in line with our service requirements
- Increased the appointment booking availability online to 12 weeks
- Updated the Repairs, Maintenance & Improvements policy
- Continued review of complaints - feeding back complaint outcomes to individuals as necessary.
- Planned a five-year improvement programme of works as described in customer rent letters in February.
- Improved the damp & mould service, reducing response times and reviewing customer advice in line with the Housing Ombudsman's recommendations.

- Reviewed the ASB policy to reflect our victim-centred approach and will soon commence a customer-led review of the ASB service and an ASB communication campaign.
- Reviewed the Rent Payment & Arrears policy - reducing the credit required on their account from four weeks' rent to one and aligning our refund policy.
- Working with our Out of Hours partner to improve service and with other Aspire teams to help improve first-time resolution for customers.

Our first 'You Said, We Did' blog has been published on the Aspire Housing website here: [www.aspirehousing.co.uk/aspire-life/you-said-we-did](http://www.aspirehousing.co.uk/aspire-life/you-said-we-did).

Further updates will be published to inform customers of how their feedback has made a difference.

# STAR satisfaction survey results

Survey of tenants & residents (STAR)

✓ Target achieved    A Action taken to improve

	2021/22 result	Aspire 2021/22 Target	2020/21	Latest benchmark	
Overall satisfaction (%)	88.4	94.0	91.6	88.0	A
Quality of home (%)	82.3	90.0	84.1	84.8	A
Home safe & secure (%)	95.1	95.0	97.5	89.6	✓
Repair (perception) (%)	91.0	88.0	92.4	87.1	✓
Neighbourhood (%)	83.3	87.0	86.7	86.8	A
Opportunity to make views known (%)	91.2	85.0	92.9	78.8	✓
Easy to deal with (%)	92.5	90.0	94.4	87.0	✓
Value for money of rent (%)	93.7	95.0	95.1	90.0	A
Value for money of service charge (%)	75.6	85.0	85.3	74.9	A
Net Promoter	73.4	85.0	83.2	48.0	A

2020/21 benchmark for top 25%, or upper quartile, of all housing providers

# Our environmental impact

## Where we are now

Environmental issue	Current 2020	Current 2020 absolute
CO2 – homes	22,831 tonnes CO2	SAP 72.05
CO2 – communal heating systems	550.7 tonnes CO2	17,700 kWh / home managed
CO2 – communal areas	393.4 tonnes CO2	n/a kg CO2 / home managed
CO2 – resident engagement	1.7 tonnes CO2	0.2 kg CO2 saving / home
CO2 – offices (estimated)	98.6 tonnes CO2	114.2 kg/m2
CO2 – business mileage	259.3 tonnes CO2	30 kg CO2 / per home managed
CO2 – maintenance activities	230.7 tonnes CO2	26.7 kg CO2 / per home managed
Water – homes	1.1 million m3	154.3 lpd
Water – offices	6,600 m3	33 m3/employee/yr
Waste to landfill – homes	4,329	2.3% increase in resident recycling rates above local authority
Waste landfill – offices	40 tonnes	70% of waste diverted from landfill
Responsible materials – maintenance	40%	40%
Responsible materials – offices	20%	20%
Adaptation to climate change – homes protected from flooding	7,195 homes	83.3% of homes protected from flooding

Taken from latest SHIFT assessment from 2020. Performance will be reviewed annually against our Sustainability Strategy and an action plan put in place to ensure we meet key targets and milestones.







If you want to be involved in helping us review our services to make them better contact us at [involved@aspirehousing.co.uk](mailto:involved@aspirehousing.co.uk)



Follow us



Aspire Housing, Kingsley, The Brampton,  
Newcastle-under-Lyme, ST5 0QW  
01782 635 200 | [www.aspirehousing.co.uk](http://www.aspirehousing.co.uk)

September 2022 | Version 1



Please recycle me