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ANNUAL REPORT



Welcome to the 2023/24 Annual Report

This report has been created to show how Regenda and Redwing performed in key service areas, such as repairs, complaints and anti-social behaviour, and how the performance compares to other similar sized housing associations in the North West.

You'll be able to see how Regenda and Redwing are performing against their targets and, where targets haven't been met, what they are doing to improve.

As the Resident Voice Panel, we have been part of influencing the targets for the Tenant Satisfaction Measures, by regularly reviewing performance and including measurements that we feel matter most to residents. We have also been involved in reviewing complaints to the Housing Ombudsman Service (HOS) and reviewing the final submission of our self assessment against the Housing Ombudsman's Complaints Code.

In addition, our feedback and comments were used to make improvements to this year's annual report.

We have gained so much from being part of this panel, and we would highly recommend getting involved if you're interested in shaping how your housing is managed. You can find out more about the Resident Voice Panel on pages 19 and 20.

We hope you find this annual report useful. If you have any feedback, you can get in touch to share your views. You'll find ways to get in touch on the back page.



Nigel Hennerley,
Vice Chair, Resident Voice Panel
Redwing Resident

Contents

- 04** Overview
- 06** Repairs and Maintenance
- 08** Investment
- 10** Creating New Homes
- 11** Your Feedback
- 12** Complaints Performance
- 15** Meet the Housing Ombudsman
- 17** You Said, We Did
- 19** Resident Voice Panel
- 21** Tenant Satisfaction Measures
- 25** Metrics that Matter
- 27** My Regenda Homes
- 28** Tackling Anti-Social Behaviour
- 30** Money Advice
- 31** Your Rent
- 32** Value for Money
- 34** The Regenda Group
- 38** Social Value and Ethical Procurement
- 40** Committed to Continuous Improvement

KEY

Use this key to help you understand the symbols and data tables in this report.



Performance on target or better than target



Performance below target



Performance just off target

N/A

Target not set, information only

HOW OUR PEERS ARE PERFORMING

We compare our performance against other social housing providers based in the North West with 10,000 to 20,000 properties (our peers).

To do this, we look at our performance figures against the median performance figure for our peers. This means, if we were to list the other housing providers in order of how well they perform, the median is the middle point in the list.

Source: Housemark data for 2022-2023

We own or manage

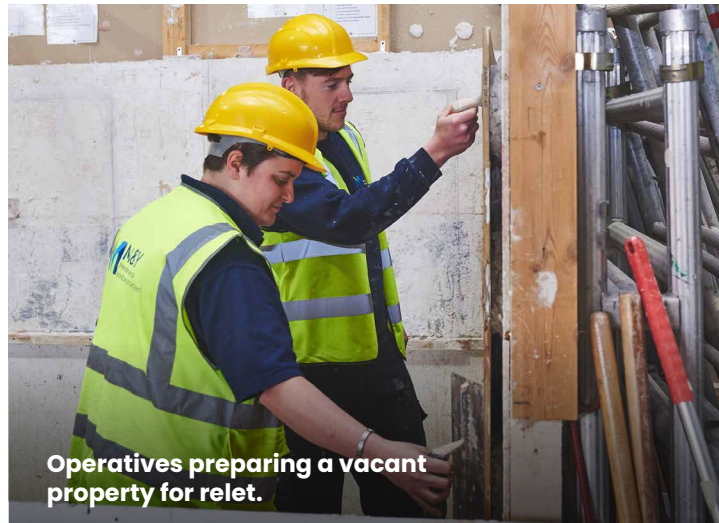
12,953

properties across the region, including social rented housing and supported housing, private rented property, shared ownership and housing for sale.

(11,686 via Regenda Homes and 1,267 via Redwing).



Children of Grove Street Primary School visit the New Ferry site.



Operatives preparing a vacant property for relet.



A resident at Maritime View independent living scheme taking part in a sponsored walk.



Maritime Grange

We celebrated with residents at Maritime Grange, Wirral, who were recognised by local charities after raising more than £10,000 in the last five years. Representatives from charities including the North West Air Ambulance, The Clatterbridge Cancer Charity, RNLi Wirral Lifeguards and Claire House came to the latest coffee morning to give them a big well done!



Repairs & Maintenance

We make sure our homes are safe and secure by carrying out ongoing repairs and maintenance. In 2023–2024, we carried out around...

40,000 repairs across our **12,953** homes.

Below is information about how we prioritise repairs:



Emergency repairs

We will attend to a repair which requires an emergency response in 4 hours, and work will be completed within 24 hours. An emergency response may only be to make the issue safe, and additional works may be required at a further appointment. If this applies to you, we'll explain the next steps and inform you of the timescales.



Non-urgent repairs

Our current target for attending and completing non-urgent repairs is 60 working days.



Major works

If additional major works are identified, our target for completion is 120 working days. This may happen when a repair requires extensive further work or we need to order replacements of major elements such as doors or windows.



Meeting the Decent Homes Standard

There are many factors involved in ensuring that a property meets the minimum Decent Homes Standard, including:



Ensuring a property is in a reasonable state of repair, including the roof or chimneys, kitchens and bathrooms.

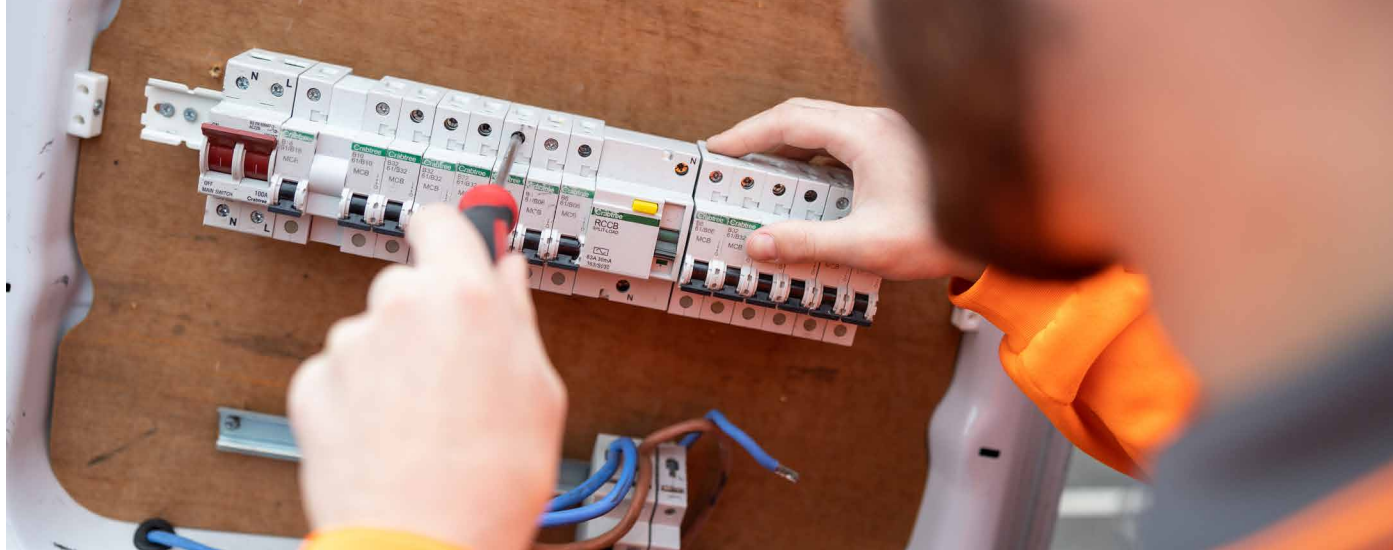


Heating systems must be able to heat two or more rooms in the home. Even if the system covers most of the house, we are responsible for making sure your home is warm enough.



There should be adequate noise insulation and space in the common entrance areas.

We carry out planned investment works each year, to ensure that our properties meet the government's Decent Homes Standard.

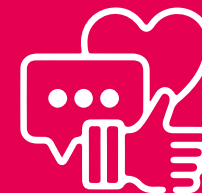


Repairs Service Improvements

One of our key priorities this year is to improve the repairs and investment services we provide to you. Whilst your feedback tells us that you are generally satisfied, we are committed to continuously improving, and know we could do better. We want to give you an improved customer experience and focus our resources on the things that matter most to you.

We have been inviting you and our staff to tell us what matters most and where we can improve; and are now working together to make the changes that you would like to see.

We are looking at how we can make improvements to the efficiency and effectiveness of our services to improve timescales for customers. We aim to increase the number of jobs we complete on the first visit, improve communication around repairs and maintenance, and manage customer expectations as works progress.



CLICK HERE TO PROVIDE YOUR FEEDBACK

Investment

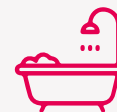
Investment works are different from our day-to-day repairs service, because they are planned and help us keep homes modern, safe and comfortable over the long term.

If your home is due to have investment works carried out in 2024/25, we will write to you to let you know. We'll tell you what work we're carrying out and when and what the impact will be.

In 2023/2024, we invested £7.2m on planned works including:



296
KITCHENS



248
BATHROOMS





357
BOILERS






378
DOORS

and we will continue to invest to bring all homes up to standard.

MEASURE	2023/24	2022/23	TARGET	PERFORMANCE AGAINST TARGET	HOW OUR PEERS ARE PERFORMING Find out more about this metric on page 3
Homes not at decent standard*	0.02%	0.14%	0%		0%
No. of emergency repairs completed	15,356	10,140	N/A	N/A	N/A
Emergency repairs completed within target	98%	89%	100%		99%

*This equates to 3 properties out of 10,794 which are required to meet the Decent Homes Standard.

MEASURE	2023/24	2022/23	TARGET	PERFORMANCE AGAINST TARGET	HOW OUR PEERS ARE PERFORMING Find out more on page 3
No. of routine repairs completed	23,272	27,505	N/A	N/A	N/A
Routine repairs completed within target	95%	96%	100%		95%
Satisfaction with most recent repair (transactional)*	79%	78%	79%		84%
£ investment into our properties	£31.6M	£29.1M	N/A	N/A	N/A
Average cost of responsive repair	£141.70	£212.77	N/A	N/A	£185.50
Average no. of days for a responsive repair	25.3	28	60		14.7

*We measure satisfaction with our service using transactional surveys, which means we speak to people who have been through our repairs process.

Creating New Homes

In 2023/2024, we built 34 new homes.

In 2024/2025, our target is to build 77 new homes.

GROVE STREET

Work continues on Grove Street where we're building 89 homes in the first phase of a 304-unit, multi-tenure development with funding from Homes England and Liverpool City Region Combined Authority. Homes in phase one are for social rent.



SUMMERFIELD CLOSE

We're building 22 new homes in West Derby, Liverpool. Construction is expected to complete in late 2024, and the homes will be available for Shared Ownership and affordable rent.



NEW FERRY

Construction work began on phase one in March 2024, to create 34 one and two bedroom apartments. We're creating more than 70 new homes in total as part of the regeneration of the town centre.

ST MARTINS

We collaborated with the Parish Church Council of Broughton to deliver 14 new homes and a new energy-efficient chapel and parish hall in Fulwood, Preston.



A PLACE TO CALL HOME FOR WIRRAL'S YOUNG PEOPLE

We recently completed a residential refurbishment project in Wallasey for We Are Juno CIC, a not-for-profit children's care provider.

The revamped building will provide a nurturing home for children in care. It looks and feels like a family home, with individual bedrooms and shared communal spaces for eating and activities; somewhere the children can feel safe and supported to thrive.

The scheme has been co-designed with local care experienced young people and strives to better meet the needs of Wirral children, allowing more children in care to stay close to their families, friends and schools.



Your Feedback

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

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

**WE RECEIVED 216
COMPLIMENTS IN
2023/2024.**

These related to:

- Staff behaviour
- Repairs
- Our homes
- Customer service

Comments and suggestions

You can find examples of some of the comments we received and what we did with this feedback on pages 17 and 18.



"Your operative turned up and he was professional and courteous. He was very good, he took his time, and was extremely thorough. It made me feel safe and reassured that Regenda will resolve all of the property issues."

"Thank you for giving me the best home that I have had since my mum and dad died. I am so grateful for you being the nicest lady. I love my flat!"



"I am so glad that you so quickly got the lights working... It makes an enormous difference to me and I suspect to others as well.

"You probably spend your life being on the receiving end of people's bad temper and endless impatience, so you deserve thanks not only for doing a good job, but for doing a usually thankless job."

"Today I had an electrician to fix my kitchen fan. I have to say, great job! Very pleasant fitter, well done!"



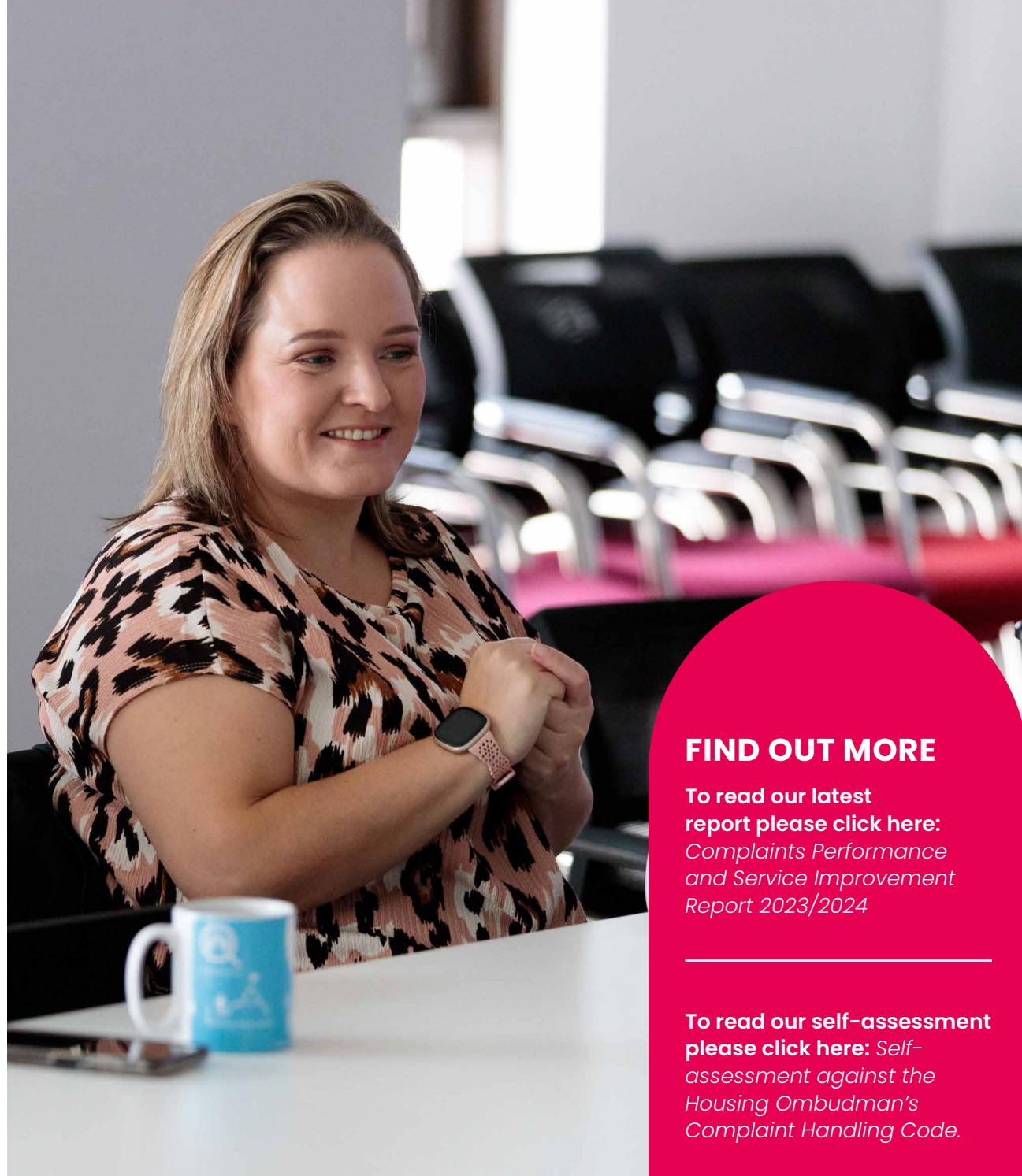
Complaints Performance

The Housing Ombudsman's Complaint Handling Code became mandatory on 1st April 2024, meaning that we are obliged by law to follow its requirements.

We are compliant with the Housing Ombudsman's Complaint Handling Code, and ensuring we listen and respond to customer feedback is embedded within our governance structure and reporting framework.

We appointed a Member Responsible for Complaints who is responsible for providing the governing body with assurance on the effectiveness of our complaints system, including challenging the data and information provided to the Board.




Under the code, we are required to publish an annual Complaints Performance and Service Improvement Report. We have also published a stand-alone self-assessment against the Complaints Code.



FIND OUT MORE

To read our latest report please click here: [Complaints Performance and Service Improvement Report 2023/2024](#)

To read our self-assessment please click here: [Self-assessment against the Housing Ombudman's Complaint Handling Code.](#)

MEASURE	2023/24	2022/23	TARGET	PERFORMANCE AGAINST TARGET	HOW OUR PEERS ARE PERFORMING Find out more on page 3
Resolved at first time resolution	96%	87%	95%		N/A
No. of complaints escalated to Final Resolution Stage	125	85	N/A	N/A	N/A
Percentage of residents satisfied with how we handled their complaint (transactional)*	41%	43%	60%		49%
Satisfaction with outcome of your complaint (transactional)*	33.5%	39.3%	50%		44.2%

*We measure satisfaction with our service using transactional surveys, which means we speak to people who have been through our complaints process. We commission an independent agency to contact a group of customers each month on our behalf.

Improving Our Complaints Process

We recognise that satisfaction with our complaints process is not where it should be, and that we need to provide an exceptional service – no matter what the outcome of the process is.

We have invested in additional staff for handling complaints to improve the customer experience. All relevant staff across the business have been trained to deal with complaints, and we have staff within our Asset Management Team who are dedicated to handling complaints about repairs.

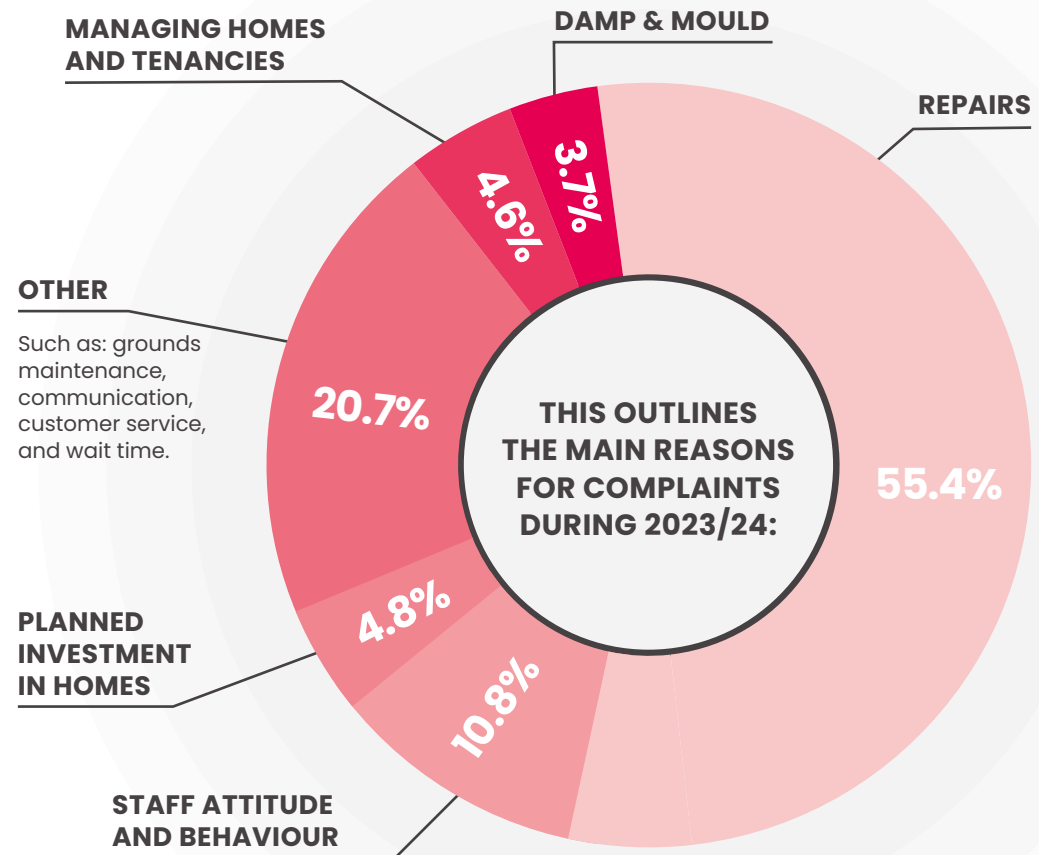
As part of our 2024/2025 action plan for further improvement, we will:

- Continue to work with our Resident Voice Panel and Customer Feedback Panel to understand how we can improve satisfaction in this area.
- Roll out the Housing Ombudsman Service's Centre of Learning for key staff, to improve staff knowledge and skills to best resolve complaints and improve customer experience.
- Review the technology we use to manage complaints, to improve how we record and manage complaints.
- Analyse the key drivers behind customer satisfaction and dissatisfaction to identify areas for improvement.
- Review the findings from our internal audit of our complaints service, which will help to further shape improvements.



WE RECEIVED 858 COMPLAINTS IN 2023/2024

797 COMPLAINTS IN 2022/2023





Meet the Housing Ombudsman

We hosted a 'Meet the Housing Ombudsman' event for residents and staff from housing associations across the Liverpool City Region.

Richard Blakeway, Housing Ombudsman, and Andrea Keenoy, Chief Operating Officer, spoke to us about how the service worked and answered questions from the audience. More than 80 people joined us in person and online.



Easter at West View Community Centre

Over Easter, our Lancashire Income Team dropped off a donation of 150 chocolate eggs at West View Community Centre. The eggs were given out to local children as part of their Easter Craft Week activities.



Pamper day at Woods Court

Residents at Woods Court, St Helens, enjoyed a visit from BT. They were treated to pampering hand massages and nail painting courtesy of staff volunteers from BT. The volunteers helped residents with their mobile phones and iPads, hosted a few games of Bingo and brought along a therapy dog to make everyone smile.



YOU SAID, We did...

YOU SAID,

I had a repair appointment booked, and the operative was running late. I'd taken the time off work and waited in all morning because I wasn't notified.

WE DID:

We changed our process to ensure that we contact customers as soon as possible when operatives are running late, providing a full explanation and an apology.

YOU SAID,

Your Customer Service centre advisor booked a repair on my property, but they didn't log the issue correctly. When the operative arrived to do my repair, they didn't have the right equipment to do the job.

WE DID:

We moved our Customer Service Centre team into our Assets department to improve communication around repairs. Our Customer Service team now works more closely with our planners and diagnostics staff so that the repair is logged 'right first time'. We have also set up joint monthly meetings to discuss complex cases.

VIA REDWING

YOU SAID,

Operatives can't access the electrical cupboard in my building to fix a fault with the lights.

WE DID:

We installed a key safe at this scheme to allow contractor round-the-clock access to the relevant plant rooms on site.

YOU SAID,

I have additional needs which meant the repair was more urgent for me. However, when the operative couldn't fix the problem, I had to rejoin the queue for another appointment.

WE DID:

We carried out staff training to ensure our Customer Service Centre advisors and repairs team understand how to record customer information so that jobs are prioritised to suit individual needs. Additionally, in 2024, we are reviewing our wider approach to providing reasonable adjustments to customers.

YOU SAID, We didn't, because...

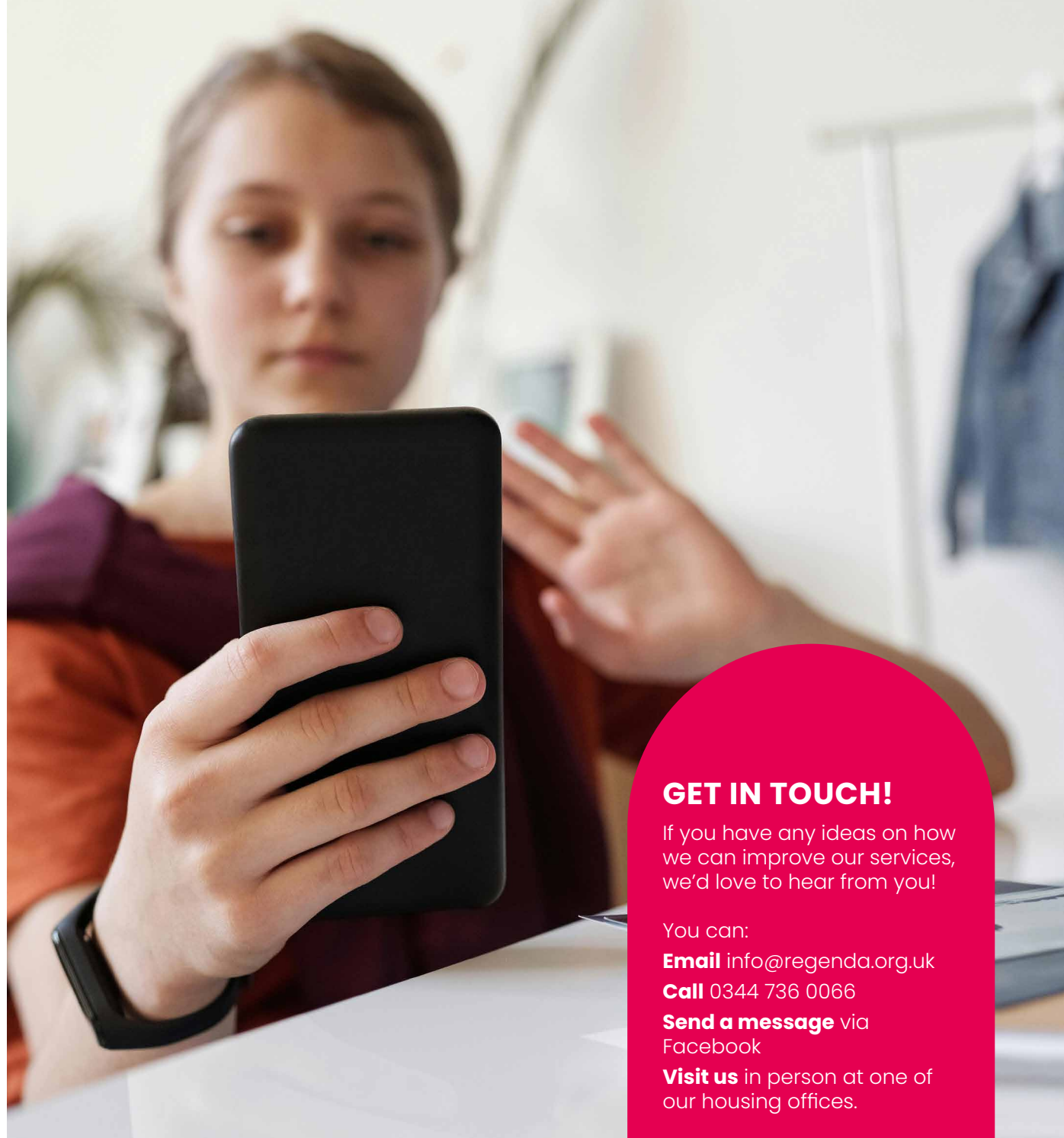
YOU SAID,

When I get in touch with the contact centre, I'd like to be able to use a video call so I can show you what the problem is.

WE DIDN'T, BECAUSE:

We have recently upgraded our phones to a new system that has the ability to provide additional contact methods such as email, text message, WhatsApp and video calls. We are exploring these options with a view to offering customers different ways of contacting us and sharing photographs, videos and files.

The cost for video calling in particular is high, and we need to understand if the benefit to customers is worth the increased cost. We will be trialling this feature and other channels over the next 12 months to help us understand whether it's a service we should invest in.



GET IN TOUCH!

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.

Resident Voice Panel

Our Resident Voice Panel makes 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 and Redwing 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 and our Resident Charter.



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



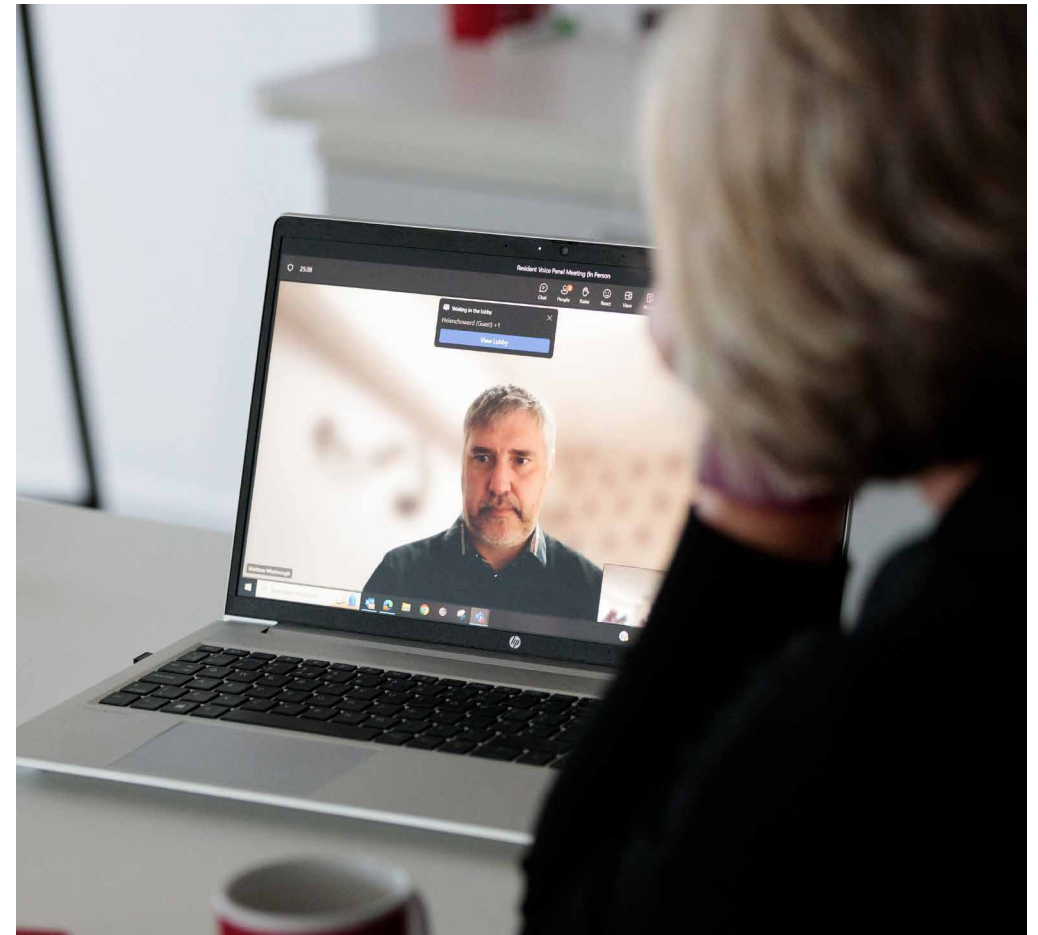
Provides feedback to ensure that all services are delivered in accordance with our Equality, Diversity and Inclusion Strategy.



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

The panel is made up of **12 residents from across the North West**, including our Vice Chair, and our Executive Director of Customer Services chairs the panel. We have two Board members who champion the Resident Voice Panel so that there is a direct route from the Resident Voice Panel to the Board.

Senior managers are responsible for reporting customer feedback performance, regulatory compliance, and performance against the Resident Charter. The Resident Voice Panel reviews areas for scrutiny and monitors the outcomes and delivery of recommendations.





IN 2024, WE APPOINTED **NIGEL HENNERLEY AS VICE CHAIR OF THE RESIDENT VOICE PANEL.**

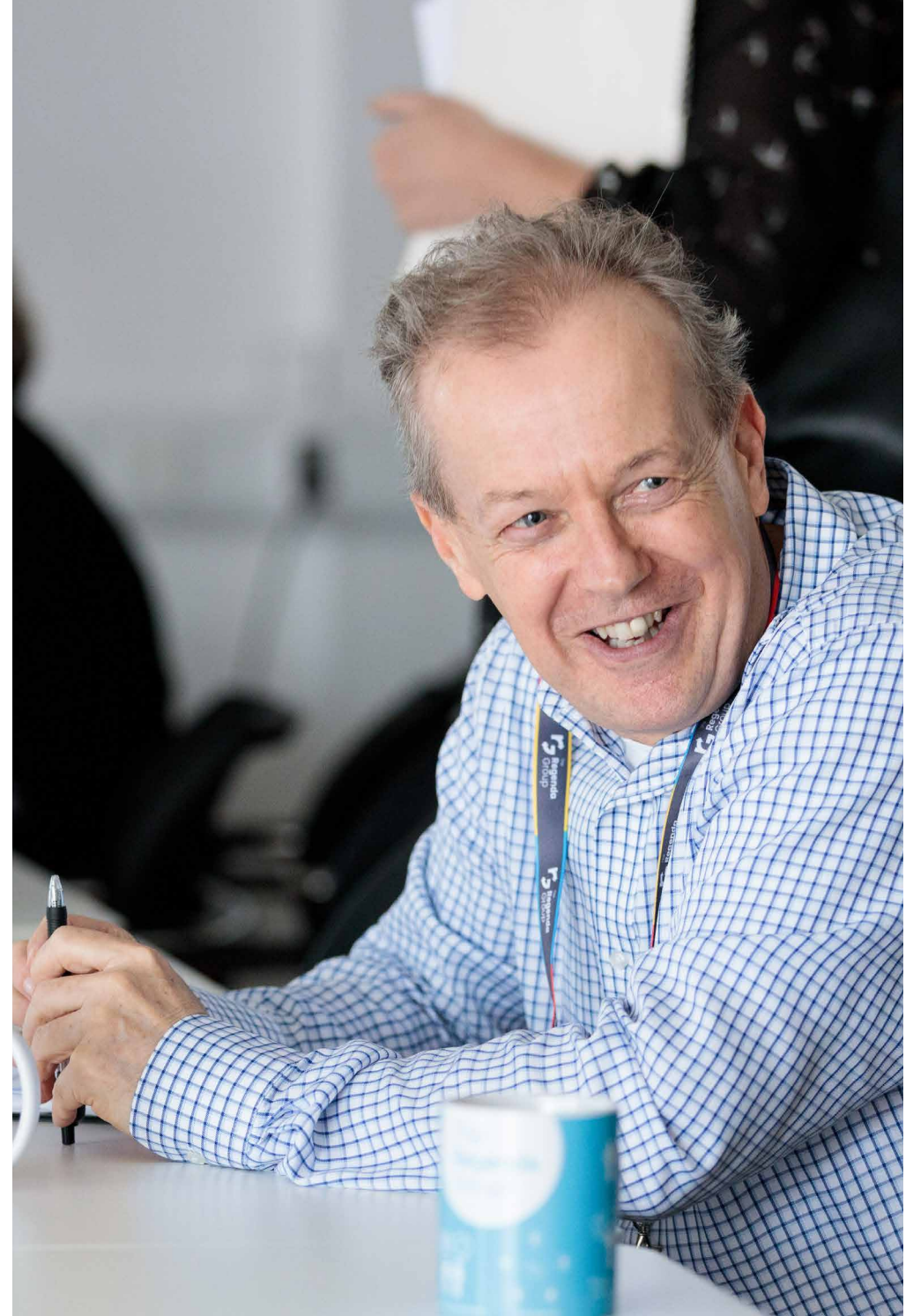
Nigel is a Redwing resident and has been a member of the Resident Voice Panel since it began in 2022, bringing his experience as a Parish Councillor and Chair of his local Climate Change Environment Group.

As Vice Chair, he supports the Chair of the Resident Voice Panel. He is an ambassador for customers, sharing feedback and monitoring performance through the Tenant Satisfaction Measures.

Nigel said: “I have really enjoyed the opportunity to understand how Regenda and Redwing are working to deliver services over the last two years, aiming to put customers first. I am delighted to be given the opportunity to step into the Vice Chair role, to work with the rest of the panel to represent residents’ views, shape services and help Regenda and Redwing deliver better outcomes for us all.”

GET INVOLVED

Click here to find out more about our Resident Voice Panel and the many ways you can get involved:
regenda.org.uk/residents-voice-panel





Tenant Satisfaction Measures

We report on Tenant Satisfaction Measures (TSMs) to help us understand how well we're doing at providing good quality homes and services, and where there is room for improvement. This is a requirement set by the Regulator for Social Housing.

You will be able to use these measures to understand how well your landlord is performing. They will also give the Regulator of Social Housing an idea of which landlords need to improve.

There are 22 Tenant Satisfaction Measures, including 12 tenant perception measures and 10 management information measures.

The TSMs focus on the following five key areas:

- Keeping properties in good repair.
- Maintaining building safety.
- Respectful and helpful engagement.
- Effective handling of complaints.
- Responsible neighbourhood management.

You will find our results from April 2023 to March 2024 on the next page.

From April 2023 to March 2024, 1,525 surveys were carried out:

65% COMPLETED OVER THE PHONE

29% CARRIED OUT ONLINE

6% COMPLETED FACE TO FACE

Residents were selected using a stratified random sample from a list of live tenancies each month. This means that we can be confident that our results are valid and representative of our customers as there is no under/over representation of resident groups.*

*We completed 1,168 surveys for the year for Low-Cost Rental Accommodation (LCRA) customers to meet a +/-3% confidence interval. LCRA includes general needs, supported housing, housing for older people, intermediate rent and temporary social housing.













We completed 357 surveys for Low-Cost Home Ownership (LCHO) customers to meet a +/-5% confidence interval.

TENANT PERCEPTION MEASURES

These figures represent the satisfaction results from residents living in Low-Cost Rental Accommodation only (LCRA). This includes general needs, supported housing, housing for older people, intermediate rent and temporary social housing.










FIND OUT MORE

[Click here to see our results in full, including how we compare to other social housing landlords.](#)

MEASURE	2023/24	TARGET	PERFORMANCE AGAINST TARGET	OUR PEERS
Overall satisfaction with the landlord	71.5%	70.0%		69.4%
Satisfaction with repairs	71.8%	80.0%		70.4%
Satisfaction with time taken to complete most recent repair	67.3%	80.0%		66.4%
Satisfaction that the home is well maintained	69.5%	75.0%		69.4%
Satisfaction that the home is safe	77.3%	85.0%		76.1%
Satisfaction that the landlord listens to tenant views and acts upon them	62.8%	65.0%		58.9%
Satisfaction landlord keeps tenants informed about things that matter to them	67.2%	70.0%		69.5%
Agreement that the landlord treats tenants fairly and with respect	75.9%	80.0%		76.3%
Satisfaction with landlord's approach to complaints handling	38.8%	40.0%		33.8%
Satisfaction that the landlord keeps communal areas clean and well maintained	65.4%	70.0%		65.5%
Satisfaction that the landlord makes a positive contribution to the neighbourhood	59.4%	60.0%		62.5%
Satisfaction with the landlord's approach to handling anti-social behaviour	60.6%	60.0%		57.0%

MANAGEMENT INFORMATION MEASURES

These are the metrics come from our systems rather than through a satisfaction survey.

MEASURE	2023/24		TARGET	PERFORMANCE AGAINST TARGET	OUR PEERS		
Percentage of homes that have all the necessary gas safety checks	100%		100%		100%		
Percentage of homes in buildings that have asbestos management surveys or re-inspections	100%		100%		100%		
Percentage of homes in buildings that have all the necessary fire risk assessments	97.1%		100%		100%		
Percentage of homes that have had all the necessary legionella risk assessments	100%		100%		100%		
Percentage of homes in buildings where communal passenger lifts have necessary safety checks	97.4%		100%		100%		
Number of complaints received per 1000 homes	STAGE 1 59.6	STAGE 2 9.8	N/A	N/A	STAGE 1 39.7	STAGE 2 5.3	
Complaints responded to within the Housing Ombudsman's timetables	STAGE 1 97.3%	STAGE 2 96.3%	STAGE 1 95%	STAGE 2 90%		STAGE 1 85%	STAGE 2 83.3%
Anti-social behaviour cases relative to the size of the landlord (per 1000 homes)	22.8		N/A	N/A	38.6		
Anti-social behaviour cases that involved hate incidents relative to the size of the landlord (per 1000 homes)	0.2		N/A	N/A	0.7		
Emergency repairs completed within target timescale	98.3%		100%		94.8%		
Non-emergency repairs completed within target timescale	95.1%		100%		81.5%		
Homes that do not meet the Decent Homes Standard	0.02%		0%		0.31%		



MAKING IMPROVEMENTS

While we are meeting or exceeding targets in some areas, we recognise that there is room for improvement.

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






STAYING ACCOUNTABLE

Our Board has oversight of the findings, and they are shared with our Resident Voice Panel, our Risk and Audit Committee, and our Customer Centric Hub which is made up of staff from across Regenda Homes and Redwing. We also hold Customer Centric Clinics, where performance and satisfaction is highlighted and we review service areas using resident feedback to identify where improvements can be made.



Metrics that Matter

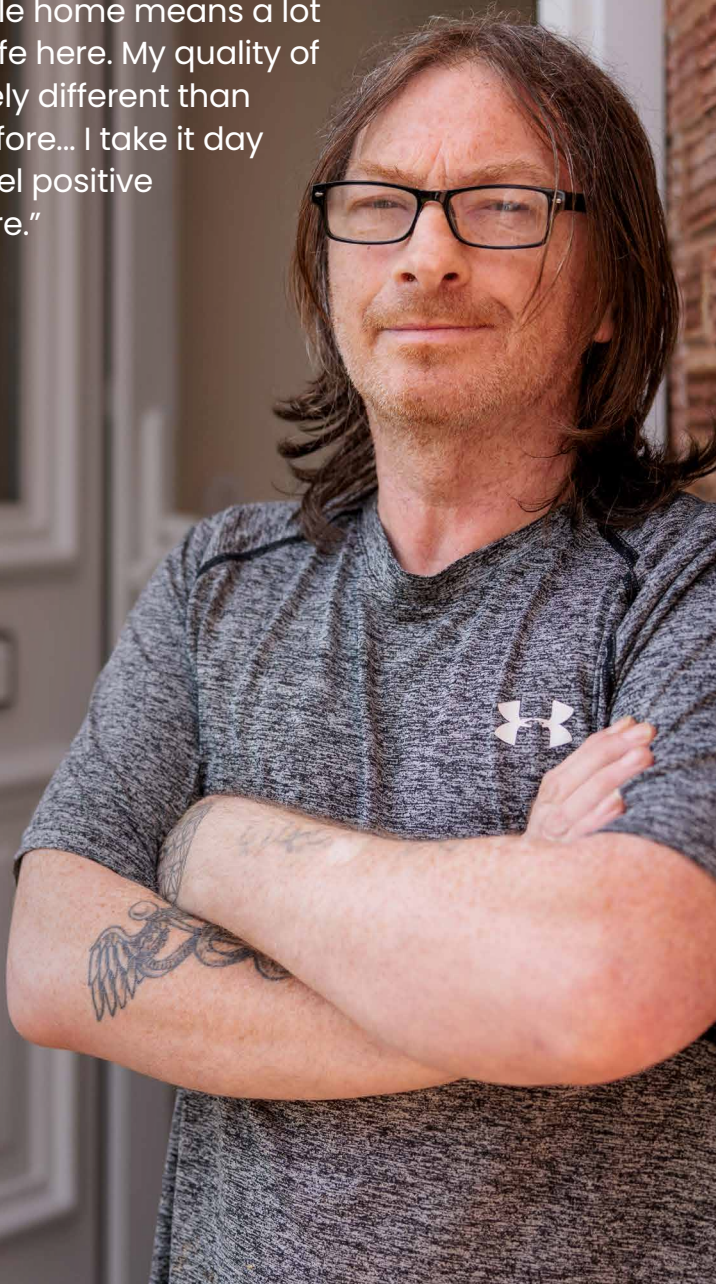
As well as monitoring our Tenant Satisfaction Measures, the Resident Voice Panel monitors additional key performance indicators. These are reviewed through the year to ensure we are reporting on the areas that matter the most to residents.

MEASURE	2023/24	2022/23	TARGET	PERFORMANCE AGAINST TARGET	HOW OUR PEERS ARE PERFORMING <small>Find out more on page 3</small>
Net Promotor Score (Would you recommend us)	+45	+34	+32		N/A
Average relet cost for void repairs per property	£2,276	£1,798	£2,100		£4,158 ⁺
Percentage of first resolution complaints resolved within target (overall)	96%	87%	95%		91.1%
Average relet times (days) for available to let properties (excluding major repairs)	15.7	16.9	14		33.4 ⁺
Percentage of tenancies terminating within 12 months	7%	9%	10%		N/A

+ The figure for our peers contains supported housing properties, where our figure does not.

“Having a stable home means a lot to me...I feel safe here. My quality of life is completely different than what it was before... I take it day by day, but I feel positive about the future.”

– LEE

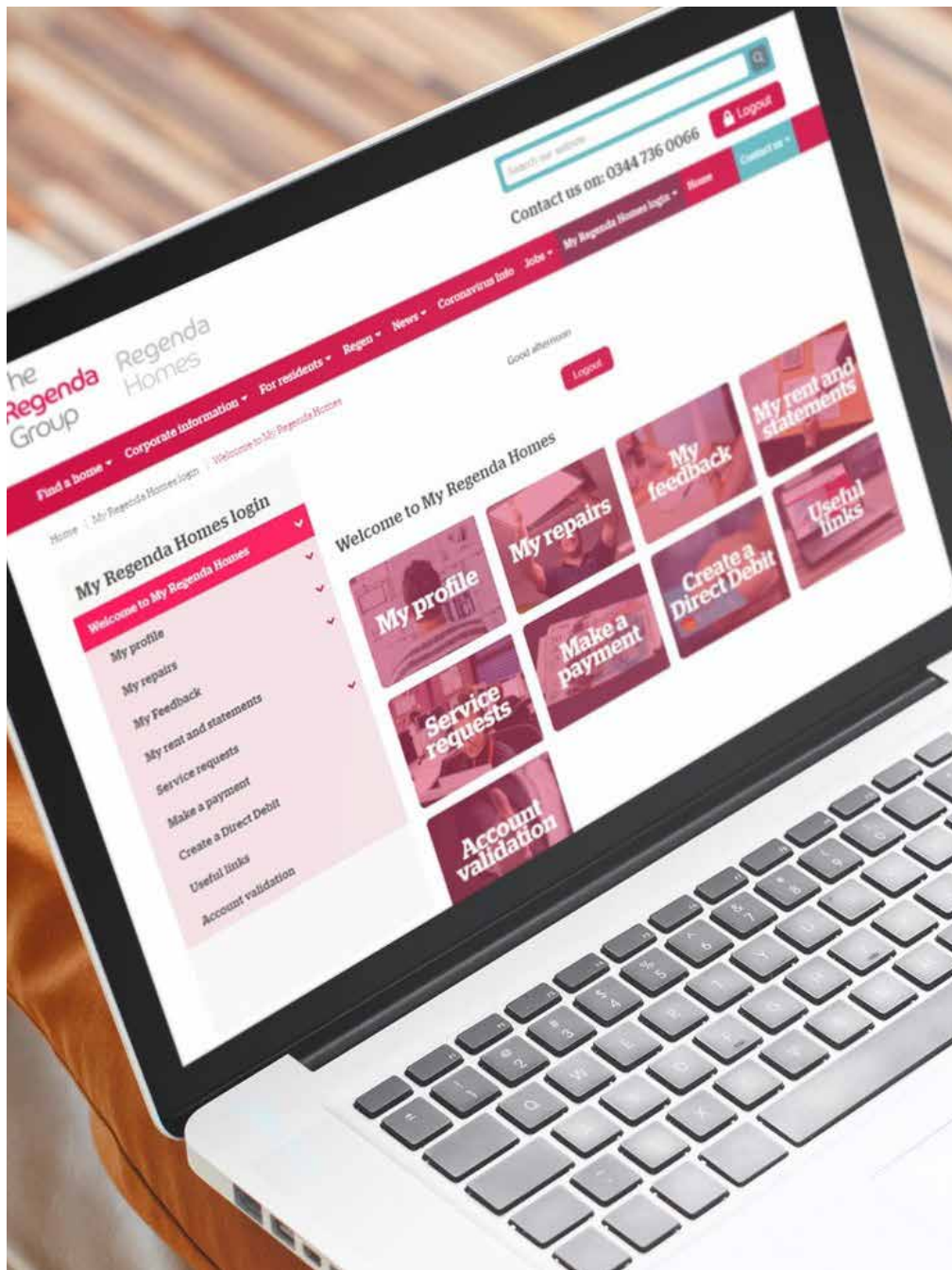


Housing First Programme

We supported Lee into a home through the Housing First programme, in partnership with Resonance and Liverpool City Council.

With a focus on providing 'housing first', the scheme helps people to rebuild their lives through access to stable housing as the first step to independent living.

The scheme supports people who are sleeping rough or facing a housing crisis.



We've made improvements to My Regenda Homes

WE'RE ADDING SOME NEW FEATURES AND MAKING IT EASIER TO USE, INCLUDING:



A 'call back' form so you can request a call from our Customer Service team rather than waiting in a queue.



A new Resident Involvement section, where you can find opportunities to be involved the management of your housing, including the ability to influence strategies, the formulation of housing related policies, and the delivery of services.



Changes to the colours and layout to make the website easier to use. This includes improvements to the menus and search tools.



Checking that the language we use is clear and simple to understand.



Coming soon... Digital tenancy sign on, and the ability to raise more repairs via My Regenda Homes.

Tackling Anti-Social Behaviour

OUR APPROACH TO ANTI-SOCIAL BEHAVIOUR

We take all reports of anti-social behaviour seriously and investigate cases in complete confidence.

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.

In 2023/2024 we opened 430 cases of anti-social behaviour. **We closed 362 cases.**

The main issues reported were noise nuisance, harassment and verbal abuse. Other causes include: garden nuisance, drug and alcohol offences, vandalism, pet nuisance, alcohol related, litter/fly-tipping, and vehicle nuisance.



Resident satisfaction with how we deal with anti-social behaviour is within target and above the national average.

What is anti-social behaviour?

Anti-social behaviour is any behaviour that causes nuisance, annoyance or distress to another person. This can include:

- Noise nuisance, e.g. loud music, persistent shouting.
- Aggressive or threatening behaviour.
- Intimidation and harassment.
- Domestic abuse or hate crime related incidents.

We do not consider the following to be anti-social behaviour:

- Cats fouling in individual gardens.
- Normal day-to-day living noises, including general household DIY or home improvements that are carried out during the day.
- Cooking odours.
- One off incidents of noise nuisance, such as parties or BBQs.
- Babies crying.
- Children playing in the street.
- General parking, or lack of parking, issues.



Our continued work on anti-social behaviour

We have made a number of changes to how we deal with anti-social behaviour in our communities and further improvements are planned for 2024/2025.

- We introduced staff training and a new performance management procedure to improve where we are not meeting our internal targets.
- Following feedback from our Customer Centricity project, we have introduced a new Alleged Perpetrator Vulnerability Risk Assessment.

We continue to work in partnership with our local authority partners and police forces to address anti-social behaviour in our communities. We engage with community safety campaigns and use ASB injunctions to target complex cases.



Safeguarding residents & the community

We joined forces with Lancashire Police to mark the Neighbourhood Policing Team Week of Action.

We have been working together to safeguard residents in the local community.



Operation Prosper

In Fleetwood, we became a lead partner in the Clear, Hold and Build Strategy – known locally as Operation Prosper.

We are working with the police, the local authority and housing partners to disrupt and disband organised criminal gangs from operating in the area. We provide a Community Hub facility where partner agencies can meet and work.

Money Advice

In 2023/2024 we continued to help residents who have been impacted by the cost of living crisis. We provide free, impartial money advice, highlighting available support and preventing people from falling into arrears.

In 2023/24, we helped residents secure an additional **£1.8 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.

OF THE £1.8 MILLION:

£632,000 IN HOUSING BENEFIT AWARDS

£550,000 IN UNIVERSAL CREDIT AWARDS

£240,000

IN DISABILITY AND SICKNESS BENEFITS

£130,000

AWARDED TOWARDS COUNCIL TAX SUPPORT

£183,000

IN STATE PENSION AND PENSION CREDIT AWARDS

£16,000 IN OTHER GRANTS



WE ALSO HAVE A HARDSHIP FUND WHICH SUPPORTED 2,198 HOUSEHOLDS WITH FUEL AND FOOD.

In 2023/24, we:



Created a new 'call back' function to reduce call waiting times and make it easier for residents to access financial support.



Provided targeted communications to residents affected by the 53-week year.



Continued to support residents whose finances are affected by rising living costs and fuel poverty.



Supported 325 residents with the migration to Universal Credit.






Created three new roles and transferred staff from other departments to strengthen our Income Team and improve communication.



Developed improvement plans to help us meet our rent collection targets.

We continue to monitor the migration from Housing Benefit to Universal Credit and we will be issuing targeted communications to around 1,500 residents who will be affected by these changes to provide guidance and support.

Your Rent

MEASURE	2023/24	2022/23	TARGET	PERFORMANCE AGAINST TARGET	HOW OUR PEERS ARE PERFORMING Find out more on page 3
Rent collected	99.3%	99.2%	99.8%		99.3%
Percentage of current tenant arrears	0.9%	1.6%	2.4%		4.3% ⁺
Percentage of former tenant arrears	0.7%	0.7%	0.9%		1.8% ⁺

+ The figure for our peers contains supported housing properties, where our figure does not.



Value For Money

This chart shows how we spend every £1 we receive in rent (Regenda Homes only).



£0.12
SERVICE CHARGES



£0.18
MANAGEMENT COSTS
Such as offices, staffing and delivering services.



£0.16
ANNUAL DEPRECIATION CHARGE



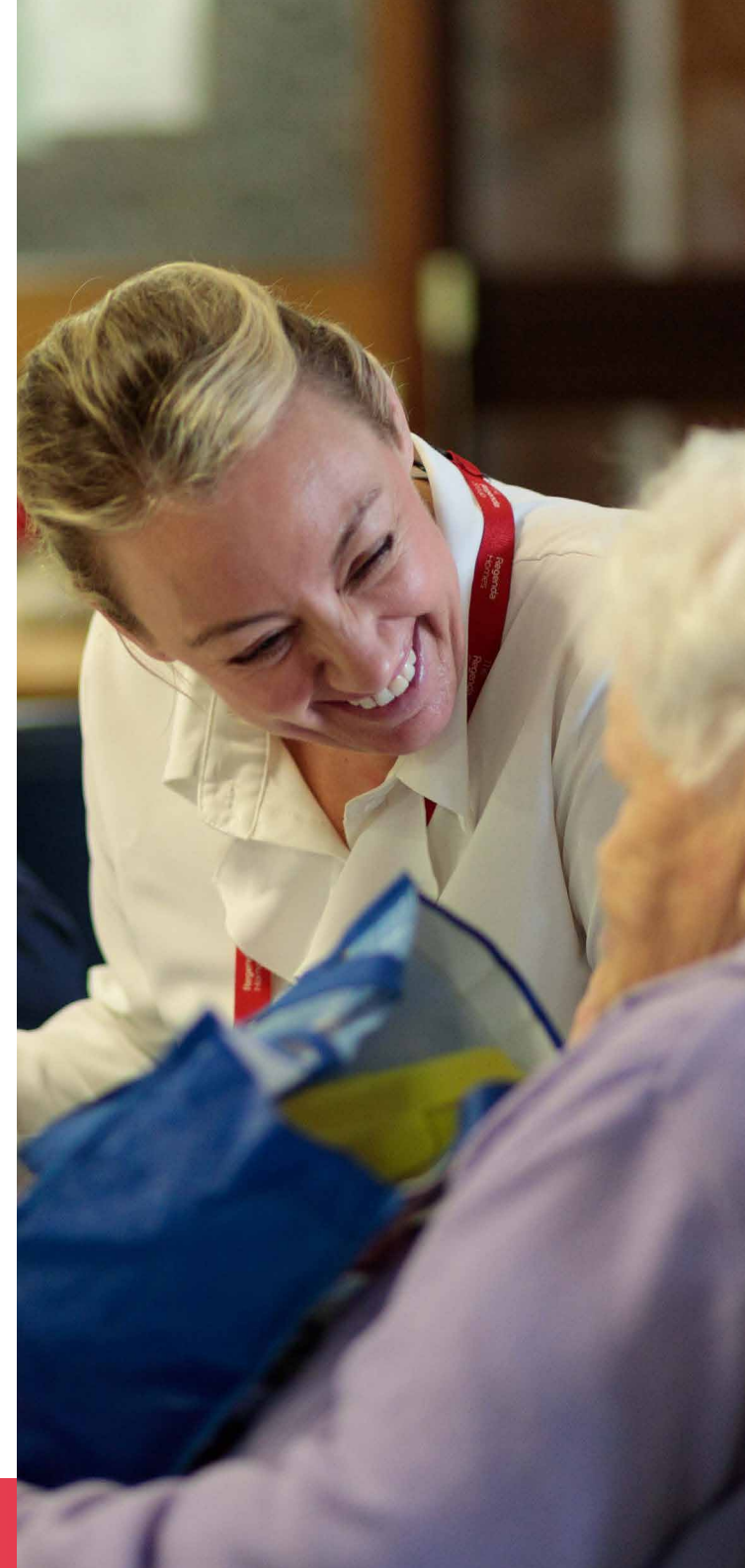
£0.27
PLANNED WORKS
Such as new kitchens and bathrooms, windows and doors.



£0.17
DAY TO DAY REPAIRS



£0.10
OTHER SOCIAL HOUSING ACTIVITIES
Such as community and neighbourhood services, lettings costs and support services.





PLACED Partnership Academy

As part of our New Ferry and Grove Street regeneration projects, we delivered the PLACED Partnership Academy in partnership with PLACED, M&Y Maintenance and Construction and The Learning Foundry.

The employability and skills programme brought together young people aged 14-18 from Wirral and Liverpool to explore the different careers available in the housing, construction and regeneration industries.

Regenda Homes is part of The Regenda Group.



The Regenda Group is made up of nine organisations. Together, we are regenerating places and creating opportunities for people.

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. In 2023, their hub for homeless and vulnerable received 21,963 visits.

Returning to the RHS Tatton Park Flower show for their 4th year, Petrus secured a Silver Medal in the Terraced Garden Category. Their entry, 'The Empowerment Garden,' was designed and created by volunteers, service users and staff at Petrus and centres around how people can be empowered and unified through horticulture.



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

In 2023, Centre 56's Christmas appeal received more 950 presents, 50 food hampers for families facing difficult circumstances over the festive period and a further £4,965 in donations. The charity's fundraising total surpassed £30,000 thanks to a range of community and challenging fundraising events, meaning we can continue our support for parents, children and families.

Housing, Construction & Sustainability



M&Y Maintenance and Construction carries out repairs, maintenance and construction across Regenda. Social and environmental impact is at the heart of the business.

M&Y Maintenance and Construction operates a 'profit-for-purpose' model and the team seeks to make a difference in the communities they operate in. In 2023/2024 the team donated £29,000 to good causes, recycled 98.2% of all waste and funded the PLACED Partnership Academy to help 30 young people access careers in construction, maintenance and the built environment industry.



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

The sister company to M&Y Maintenance and Construction, Ecogee shares our vision to regenerate places and create opportunities for people. They deliver retrofit and energy saving measures across the North West, meaning reduced fuel payments for our residents.

Ecogee provides placements for prisoners at Thorn Cross Prison, Warrington. This work helps to rehabilitate prisoners on day release, giving them crucial skills and experience to get into trade-based employment before their full release.

Education, Training & Careers



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

In 2023/24, more than 11,500 children and young people across the country were inspired by Positive Footprints.

After taking part in the 2023 Raising Aspirations Programme, 11-year-old Katrya said: "I've had so much fun. We've all got different interests and it's helped us understand all the jobs that are out there – there's something for everyone."



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

The Learning Foundry supports more than 1000 people a year to achieve their full potential, whether they're just leaving school, progressing up the career ladder or looking for something new.

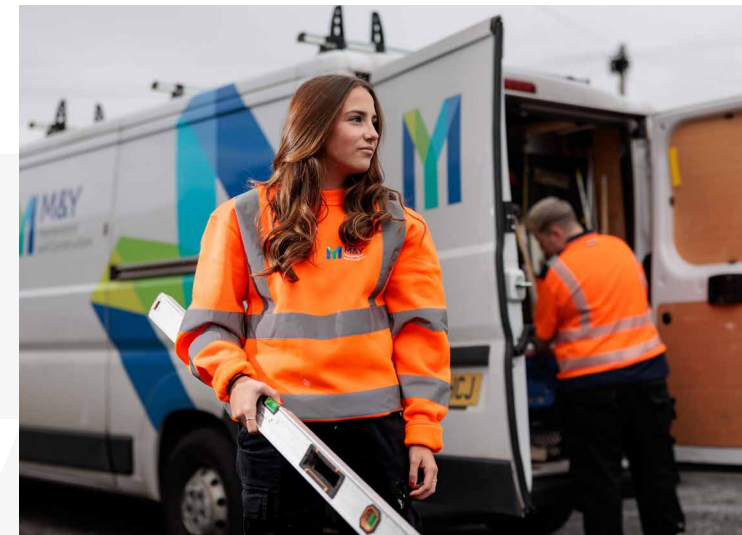


The National Communities Resource Centre (NCRC) was launched in 1991 to close the inequality gap that exists in communities across the UK.

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.

In 2024, 23 young people accessed the Shaping Sustainable Futures programme, designed to introduce and prepare them for green jobs of the future. They are all now delivering a project within their own communities to share what they have learned.

THE REGENDA GROUP IS COMMITTED TO SOCIAL VALUE AND ETHICAL PROCUREMENT

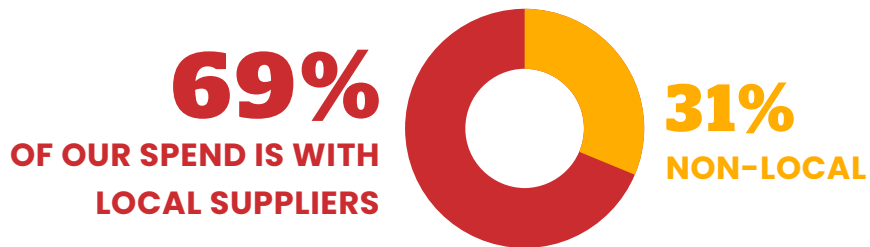


Through our procurement process, we look at how suppliers will help us achieve our social value objectives. We set aspirational targets to help us spend money in an ethical way, and we consider whether the money we invest will increase the wider economic, social and environmental wellbeing of our communities.



Our suppliers

We aim to create strong, mutually beneficial relationships with our suppliers, making connections to create opportunities for our communities to thrive. Which means that we think about the social and environmental impacts when we choose who we do business with.



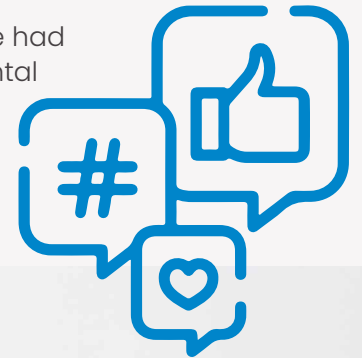
We are committed to improving this number – our target for the next 12 months is 70%. We encourage businesses in our supply chain to consider how they can support our objectives during the procurement process.

A minimum of

£15,450,000

generated in social value in 2023/2024.

This is a measure of the positive impact we've had in our communities, including our environmental impact, jobs we've created, investment into properties and support for good causes.



Committed to Continuous Improvement

We are pleased to share our annual performance against our targets with you in this report. While we are meeting or exceeding targets in some areas, we recognise that there is room for improvement.

We are committed to using customer feedback to enhance satisfaction and improve our services and create a positive impact for customers. We have rounded up our commitments so they are visible in one place.





COMPLAINTS

Find out more on page 12.

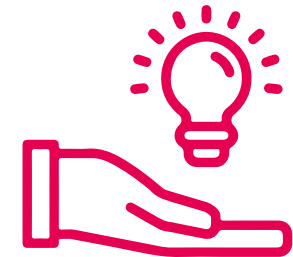
- We will continue to learn from complaints, analysing cases and customer feedback with our Operational Complaints Group, Customer Feedback Panel and Resident Voice Panel.
- We are growing our team and have invested in additional staff to handle and resolve complaints.
- We continue to investigate the root cause of complaints, and satisfaction and dissatisfaction with our service, to identify areas for improvement.
- We are exploring new technology for our complaints management system, to improve record keeping and information management.
- We will review the findings from our internal audit of our complaints service (completed in 2024), which will help to further shape improvements.

RESIDENT ENGAGEMENT



- We will continue to work with the Resident Voice Panel to listen and act upon resident views.
- We will enhance our range of Resident Involvement activities to ensure our feedback process is accessible to a wide range of residents – including more focus groups, establishing a Scrutiny Panel and online forums.
- We will continue to run Customer Centric Clinics with teams across the business to agree action points on key areas highlighted in the Tenant Satisfaction Measures.
- We have recently (in 2024) implemented a new customer survey platform called CX Feedback to improve our ability to act quickly on feedback.

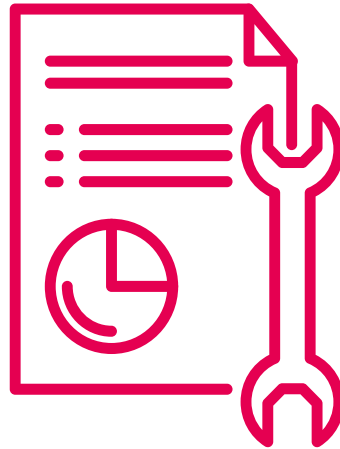
STAFF TRAINING



- Additional complaints training will be provided to key staff including a roll out of the Housing Ombudsman Service's Centre for Learning programme.
- We are embedding a series of internal 'Colleague Commitments' across the business, with a focus on enhancing communication between our teams. A "One Team" approach aims to improve the efficiency and effectiveness of our services.
- Our Equality, Diversity and Inclusion working group has been formed to ensure we are meeting the needs of the people and communities we serve.

REPAIRS AND MAINTENANCE

- Our repairs and maintenance improvement project aims to improve satisfaction with our services. *Find out more on page 7.*
- We are improving the efficiency and effectiveness of our repairs service. We plan to increase the number of jobs we complete on the first visit and strive to improve communication with residents.
- We will continue to make updates to the My Regenda Homes portal, increasing the number of repairs available to be raised online, and more ways for customers to provide direct feedback. *Find out more on page 27.*
- To help reduce relet costs and times, we will continue to advise residents to remove all belongings when leaving their property. We will increase messaging to customers about this in *Belong* magazine, on social media and the website.



- Our Voids Team will provide a service over Christmas to speed up turnaround times and reduce relet times further.
- We will be launching a customer survey to gather feedback on how we make reasonable adjustments to our repairs service to suit individual needs.
- We have set up monthly meetings to examine our most costly voids, to help identify patterns and develop early interventions.
- To help reduce relet times, our Assets Team will now receive information about properties coming up in advance, to identify any potential major works at the earliest opportunity.

OTHER IMPROVEMENTS

- We continue to monitor the migration from Housing Benefit to Universal Credit and we will issue targeted communications to affected residents.
- We will issue communications to residents who are at high risk of falling into arrears, supporting people to access money they are entitled to.
- We are creating customer journey maps to interrogate areas where customers are dissatisfied.
- We are improving the availability of alternative format communications, starting with large print options and web accessibility tools.
- We will share more good news stories about our impact in our communities, so that customers feel more informed.



23
24

Regenda
Homes

Redwing

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