

# Our annual report for customers

## 2022/23

How are we  
performing for you?



# Building homes, independence and aspirations

We are one of the UK's largest providers of quality housing, health and care. We're committed to delivering our mission, 'building homes, independence and aspirations'.

**80+**  
years in housing



We do this by providing homes in the right places, delivering innovative solutions to support the demand for housing, providing quality housing services to our customers across England and Scotland and shaping healthcare services that meet the ever-changing needs of society.

**125,000+**  
people living in  
almost 55,000 homes



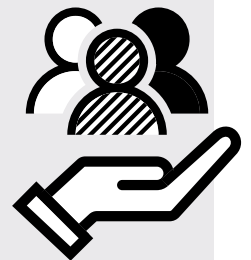
**12,000+**  
supported  
customers



**£454m**  
turnover



**7th**  
Best place to work  
in the Great Place  
to Work survey



# Our performance last year:

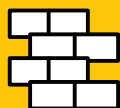
We built

**1,098**

new homes



We rank 7th in the best place to work and 1st in the best place to work for Women in the Great Place to Work survey.



We built

**685**

social homes



We invested  
**£179.6m**  
to build more  
new houses

Our financial inclusion team has helped over

**2,000**

customers to maximise income by

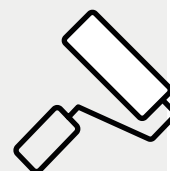
**£5.7m**



We invested

**£110m**

on repairs to improve homes and make sure they are safe.



The Home Group fund provided

**£356,000**

support to nearly

**5,000**

customers.



We engaged with

**6,630**

customers to get their views



# A focus on: Where we spend your money

Last year (2022/2023) we spent £315 million on rented homes like this...

## £110m on repairs

This included £64m on 193,000 responsive repairs (unplanned), £25m on gas servicing, fire risk assessments and electrical safety checks. It also included £21m on major repair works.

## £63m on housing management

This includes the day to day costs of running the organisation as well as providing services to customers. The cost per property of housing management is £1,185.

## £48m is depreciation

Depreciation is the decrease in the value of an asset over time (in our case, the assets are houses or other buildings). This decrease in value is recorded as an expense on our accounts.

## £49m interest payments

Interest is a charge we borrow to pay our lenders (banks) to borrow money that we use to build homes.

## £40m service charge costs

This includes £5m on repairs and maintenance for communal areas, £9m on utilities, insurance and security, £7m on cleaning communal areas, gardening and grounds maintenance and £13m on concierge and night security for our supported services.

## Other costs of £5m include

£2m on lease costs where we rent property, and £3m of bad debt cost where we haven't been able to recover all of the rent and service charge we are owed.

## Our surplus

In 2022/23 we made a surplus of £24.9m which we reinvest back into the business where it helps to pay for things like:

- Improvements to our existing homes – we invested £46m last year
- Building new affordable homes for rent – we invested £162m last year.

Making a surplus is important as it:

- Gives us financial stability.
- Makes us a partner that other organisations want to work with .
- Lets us invest in existing homes and new affordable homes.



# A focus on: Complaints

How are we performing when it comes to complaints?

We don't always get things right, and we know that can be frustrating for customers. Making a formal complaint means we look into what's gone wrong and sort it out.

## How many complaints did we receive last year?

- Stage 1 complaints – rented and leasehold – **4,186**
- Stage 2 complaints – rented and leasehold – **437**
- Stage 1 complaints – Scotland – **270**
- Stage 2 complaints – Scotland – **68**

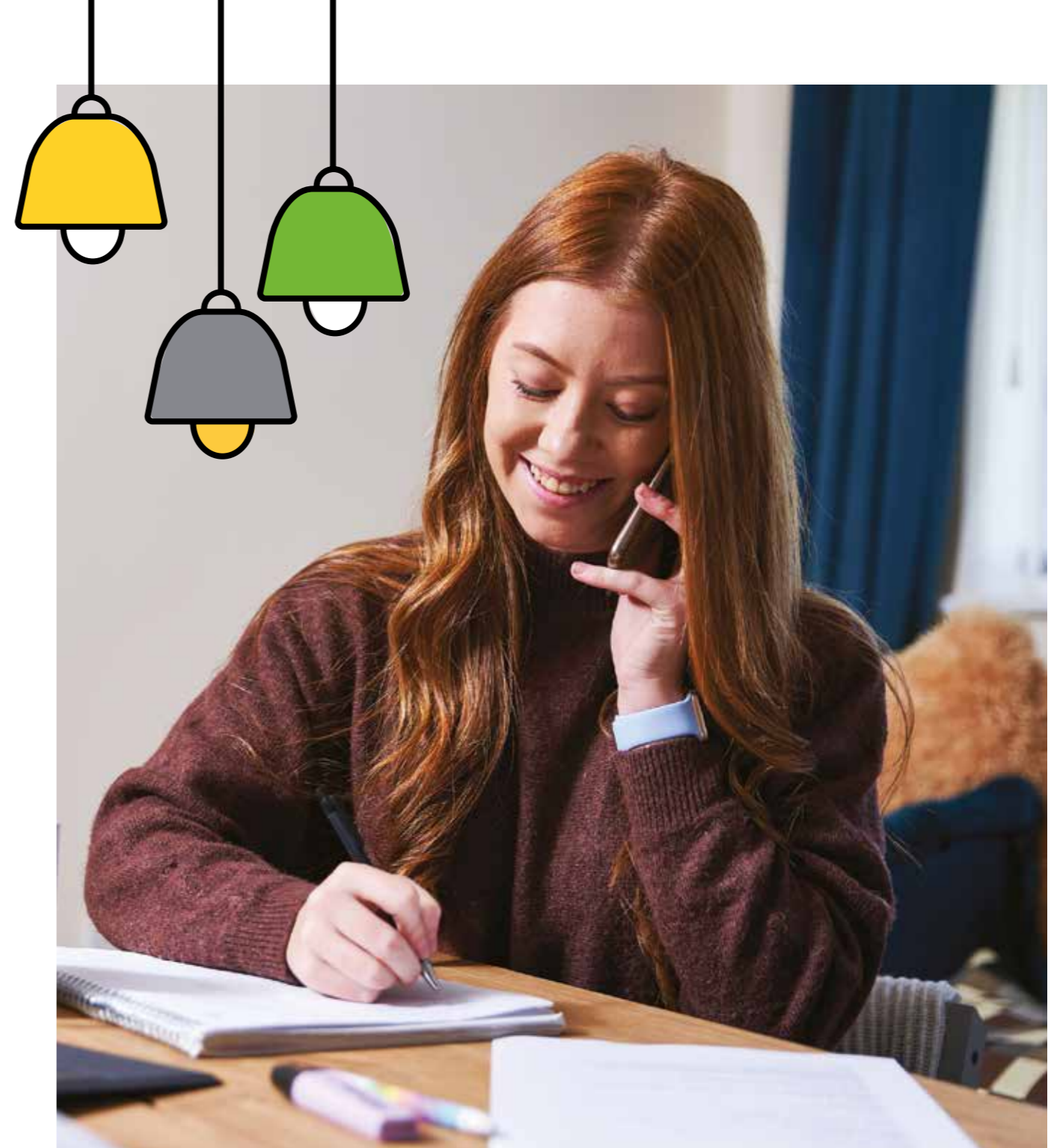
## What were the outcomes of the complaints?

- The majority of complaints (**63.18%**) were resolved and upheld
- **10.99%** of complaints were not upheld, but they were resolved
- **5.89%** of complaints were withdrawn
- **5.36%** of complaints were partially upheld and resolved
- **4.65%** of complaints were upheld and unresolved
- For **4.20%** of complaints we were not able to contact the person who complained
- The rest of complaints were either logged in error, not upheld and not resolved, ongoing, recorded as unreasonable or referred to the legal department

## What are the most popular causes for complaints?

The top five causes of complaints last year were:

- No heating or hot water
- Outstanding multiple repairs
- Leaks
- Fencing
- Missed appointments



**We hope you don't need to make a complaint, but if you do, we want to make it as easy as possible.**

You can complain by:

- ✓ Reporting it online at [www.homegroup.org.uk](http://www.homegroup.org.uk)
- ✓ Calling us on **0345 141 4663**
- ✓ Writing to the team at FAO The Complaints Team, Home Group, One Strawberry Lane, Newcastle upon Tyne NE1 4BX
- ✓ In person by talking to a colleague

# A focus on: Involvement and engagement at Home Group

There are lots of ways customers can get involved, have their say, and make a real difference to their communities.

You can spend as much or as little time getting involved and telling us what you think. It doesn't matter what experience or skills you have, you can get involved in a variety of different things.

You can find out more by visiting [homegroup.org.uk/getinvolved](https://homegroup.org.uk/getinvolved) or speak to a Home Group colleague.



Between April 2022 and March 2023, we asked 2,080 customers their views, listened to what they said and acted on their ideas. We also engaged with 4,550 customers at a local level in our communities and services, a total of 6,630 customers.

## Scrutiny and governance

- **2** customer board members on Home Group Board and **2** on Home Scotland Board and **5** customers presented to Board on a range of issues.
- **26** customers signed up for our 'On Board' training and **16** completed the course.
- Involved **43** customer forum members in 4 meetings at **8** sessions.
- **43** customer assessors assessed **13** supported services and **8** neighbourhoods against our customer promise, speaking to **293** customers.
- **4** local customer consultations following complaints involving 30 customers.
- **199** viewpoint team members took part in **40** viewpoint meetings.
- **39** customers involved in **3** grounds maintenance scrutiny meetings and consultations.
- **13** customers involved with the national development group which focuses on design and development, sustainability and asset management.

## Public affairs and external events

- **5** customers involved in **7** external events.

## Complaints

- Independent complaints panel investigated **4** complaints.
- Made **16** recommendations.
- Reviewed **12** complaints using complaints scrutiny model.

## Equality and diversity

- **37** Swap members delivered **59** Life Swaps to **1,161** customers, colleagues and stakeholders.
- Captured **7** role model stories.
- **8** customers from Do You Hear Us, our multicultural customer group involved in **5** digital meetings throughout the year.
- **26** customers involved in our Wonder Women group in **6** digital and 1 face to face meeting and attended **4** Women of Home Group network meetings.
- **9** customers at **3** meetings of We are Unique and Proud, our disability group.
- **22** customers from Rainbow Roofs, our multi-agency LGBTQ plus customer group involved in **12** digital, hybrid and face to face meetings.
- **9** customers from Alphabetti Spaghetti, our Life customer led LGBTQ plus support group, involved in **12** sessions.
- **10** customers involved in **4** Men's group meetings.
- **356** customers from **33** independent living schemes met with colleagues across **8** regions as part of the over 55s forum.

## Community engagement

In addition, **4,550** customers took part in over **400** different local engagement activities from jubilee parties and street clean ups to barbeques and gardening projects.

## Customer awards

- **255** nominations.
- **6** customers involved in shortlisting and judging.
- **12** celebrations across the country.

## Communication

- **11** customers involved in **2** Homelife Editorial panels.

## Recruitment, induction and training



- **72** customers involved in recruiting colleagues into 181 roles.
- **33** customers involved in recruitment training.
- **2** customers involved in local induction training delivered to 13 colleagues.
- **3** customers involved in It's Good to be Home induction sessions.
- **7** customers involved in creating e-learning for colleagues.

## Procurement

- **18** customers involved in procuring **7** new services and contacts.

## Digital consultations

anyone@home has **373** members who contributed to **22** consultations.

## Consultations

- **3** high rise buildings consultations involving **51** customers.
- **1** damp and mould customer consultation involving **18** customers.
- **582** customers in Scotland involved in the regulatory rent consultation.

# A focus on: Customer support

There are a number of ways we support customers at Home Group, one of these is our apprenticeship programme.

Each year Home Group employs around **120** apprentices. **70** of these annual apprenticeships are exclusively for Home Group customers who have been long-term unemployed. More than **60%** of these apprentices tell us that they feel they would not have been offered a job or an apprenticeship elsewhere.

We invest over £1m per annum in employment costs for our customer apprentices and over **£200k** in their learning.

Across our wider programme we deliver **26** different apprenticeship types that range from Level 2 (GCSE level) right through to Level 6 and 7 (Degree and Masters level). **90%** of our apprentices stay in jobs within Home Group.



## Case study



### Andy McDowell

Customer Apprentice

When Andy moved into our Tyneside Foyer service a year ago, he was homeless, out of work and very down. Fast forward a year and he is back up and has new meaning in his life.

Andy's attitude and dedication to improving his situation saw Foyer support colleagues recognise how valuable he could be, and recommended he look at an apprenticeship opportunity with Home Group.

With their support Andy was successful and has joined our Health & Safety Team where he has settled in brilliantly.

"Honestly, it's been incredible. Every single person that I work with has been so kind. They've taken the time to talk to me and help me.

"If I could put it into one word, the support I've received has been very nurturing."

Once in work, Home Group were able to set Andy up with his own tenancy.

"It's been amazing. Having a routine again has done so much for my mental health and confidence. In fact, it has been beneficial for almost every aspect of my life."



“Having my own space, I genuinely would say that it has opened up my life and given me the ability to believe in myself again.”

## The Home Achievement Programme (HAP)

The Home Achievement Programme is Home Group's unique, specialist training programme, helping customers to work towards achieving an accredited qualification in a range of varying areas tailored to their needs. Run for over 10 years, HAP is included as standard in all our accommodation and community-based services but can also be delivered as a stand-alone service.

The principal areas of focus are:

- Health and Wellbeing.
- Employability.
- Social Responsibility.
- Promoting Independence.

Around **600** customers per year take part in the training programme. In the past five years more than **3,000** customers have registered for the programme and over **2,400** have completed the course.

## Supporting customers with finances

Home Group's Financial Inclusion Team support customers to maximise their income; reduce their outgoings and manage their finances.

The specialised staff offer free one-to-one support based on a customers' individual situation.

They can help with:

- Spending and saving money.
- Claiming benefits.
- Filling in forms.
- Universal Credit journal updates. Last year, the team received **5,801** customer referrals – close to a 30% increase on the previous year. The team supported customers to increase income by just under £6m.

This consisted of:

- Lump sums: **£983,889**.
- Additional annual income for customer: **£4,951,526**.
- This equates to over **£1,200** for each customer (average figure)



“Stephanie from the financial help team really helped us when we were crippled with fuel payments through the cold snap. ... amazing and understanding and really came across as wanting to help.”

Rachael, Cumbria customer



# A focus on: measuring satisfaction

For many years we have measured satisfaction using a sample of customers who have had a repair or gas service completed within the previous month and are contacted by phone. In addition, we have been tracking with a more in-depth approach since 2021.

This approach, called our Customer Promise Survey, means that we can gather specific feedback from customers on how well we are delivering against our customer promise. (you can see that below)

## Our Customer Promise

We worked with almost 300 customers nationwide to develop our Customer Promise; a set of guiding statements.



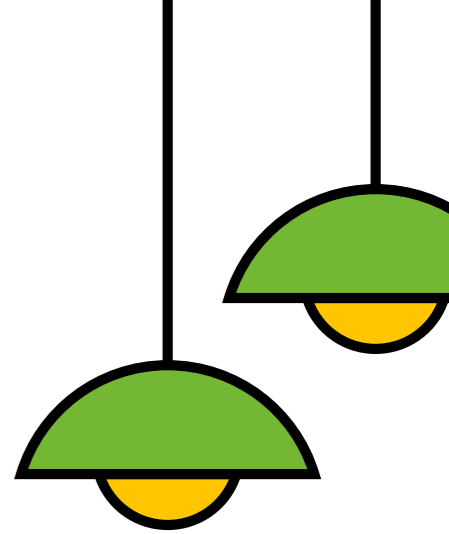
Recently, the Regulator of Social Housing introduced new Tenant Satisfaction Measures.

We started to survey customers on this in Q1 of 2023/2024 (from April 2023).

These measures cover

- Customer satisfaction.
- How we're keeping properties in good repair.
- How we're keeping homes safe.
- How we're delivering respectful and helpful engagement.
- How we're handling complaints.
- How we're dealing with anti-social behaviour.
- Responsible neighbourhood management.

We will be sharing the results from these surveys next year, and in the meantime, we are reading each and every comment to help us make the improvements and changes customers are requesting. If you do get a survey request, please do complete it, it really helps us.



If you want to keep up to date with how things are performing, you can find out more in Homelife magazine, or on our website. If you have any feedback on what you would like to hear more about, please contact us at **[communications@homegroup.org.uk](mailto:communications@homegroup.org.uk)**.

**[homegroup.org.uk](https://www.homegroup.org.uk)**

