

# Annual report and financial statement summary for the year ended 31 March 2024



# Welcome to our annual report

## This report explains how we performed between April 2023 and March 2024.

**Although it's been a year of change in the social housing sector, we've continued to deliver on our core purpose of providing and managing good-quality, affordable rural homes for local people in rural Warwickshire.**

We're aware that the high cost of living, especially increased food and energy prices, puts great pressure on our customers. To help, we've increased support for those customers who need it, including the continuation of our Customer Support Fund introduced in April 2023 and capping our rent increase for 2023-24 below the government's recommended cap.

Throughout the year customers have provided us with invaluable insight on what's most important to them in respect of their homes and the services we provide, what's going well and what needs addressing. We're using their feedback to inform our plans for the coming year.

We've remained committed to partnership working with other organisations and agencies, particularly from a development perspective. Progress continues to be made with a healthy planned programme of new developments. We continued work to extend development activities beyond the Stratford-on-Avon District, with rural housing enabling work bringing forward opportunities to build more homes across four Warwickshire districts.

We've continued to invest in improving our existing homes, to ensure they're all energy efficient, comfortable and affordable for our customers. In 2023-24 we were awarded £710k from the Social Housing Decarbonisation Fund, which we matched with £710k WRHA money. We have used this to retrofit 26 homes in 2023-24, and a further 25 will be completed in 2024-25. Retrofitting raises houses to an EPC rating of C, making it easier to keep them warm and reducing utility bills. We intend to apply for future grants and invest our own resources to bring the remaining 120 homes below EPC C up to that standard. Our focus remains on improving residents' satisfaction with our repairs service and contractors' performance.

We've prepared for the new Consumer Standards which the Regulator of Social Housing introduced in April 2024, following changes introduced by the Social Housing (Regulation) Act 2023. We welcome these new standards, which aim to ensure that all social housing customers have a voice in how their homes and services are managed, are safe in their homes and are treated fairly by their landlords. Our preparation has included new strategies, updating policies, and improving our services, communication and responsiveness.

Another introduction in the Act was the Tenant Satisfaction Measures (TSMs). These measures assess how well social housing landlords are doing at providing good quality homes and services. We carried out the first TSM survey (a customer perception survey) in September 2023 and were pleased that 83% of rental customers were satisfied overall with the service we provide (12% were neutral and 5% dissatisfied). We have new action plans in place to improve areas where satisfaction or performance was lower than we'd like.

We pride ourselves on our customer service and know that our customers really value being able to call and speak to us. We're pleased that calls to our Customer Care Team (CCT) are answered, on average, in 22 seconds and that 94% of customers are satisfied with the service they receive from CCT.

**We've achieved a lot this year to provide the best possible homes and services for customers and, although we know there is always more we can do to improve, we're proud of our achievements. Below are some of the positive outcomes:**



We know that we and our customers will face similar challenges this year. We will continue to carefully manage our finances and resources to deliver value for money for customers, enable investment in the maintenance, improvement and safety of our homes and in new development, whilst also ensuring the long-term health of the Association.

Your continued feedback through surveys, conversations, complaints and compliments really does influence our service and help us prioritise where improvements are most needed.

I hope you find this report useful. If you would like any further information, please get in touch via [enquiries@midlandsrural.org.uk](mailto:enquiries@midlandsrural.org.uk)

*Ruth Bagley*

**Chair – Warwickshire Rural Housing Association**

# Supporting our customers in their homes and neighbourhood



**Warwickshire Rural Housing Association is a profit-for-purpose housing association. This means we invest every penny we make into providing good quality homes and services.**

We provide affordable, safe and comfortable homes for local people in **48** Warwickshire communities. Our housing officers provide all aspects of the housing management service including allocations, tenancy support, ASB management and rent management and support – so they really get to know their customers and their needs.

## Housing management



**594**

total number of homes



**492**

homes for social or affordable rent



**102**

shared ownership homes



**5** shared ownership homes resold



**31** organised scheme visits to meet customers in their homes



**90%**

of our homes were allocated to residents with a **strong local connection** to the village\*

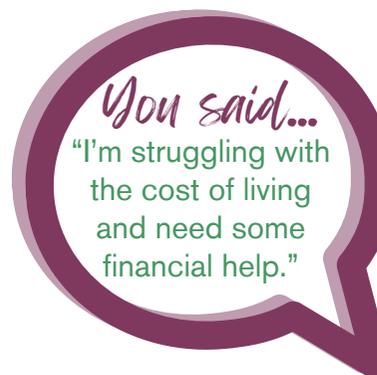


**42.75**

is the average number of days to **reallocate a property**

\*5% were let to households with a local connection to a neighbouring parish and 5% with local connection to the district.

## Customer Support Funds



*You said...*  
"I'm struggling with the cost of living and need some financial help."

*We did...*

✓ We launched a **Customer Support Fund** in April 2023.

*During 2023-24...*

...we gave a total of **£6,385** from the funds, helping **20** households.

This support has been requested by customers to help with a variety of things, including supermarket and food vouchers, and for items to help when they've moved into their new home such as cookers, carpets, washing machines and fridges.

## Helping customers access other support

As well as providing financial help from our own funds, we've also helped customers access external support, including:

- 17** local authority **household support funds**
- 2** referrals to **Act on Energy** for support with suppliers/tariffs
- 10** **Food Bank** vouchers issued
- 11** **decorating packs** for new residents

# Supporting our customers in their homes and neighbourhood

## Rent and service charges

### How your rent was spent

(top four areas spent on service delivery):

1. **Planned repairs / upgrades\***
2. **Servicing of loans**
3. **Day to day repairs**
4. **Staffing and administration**

\*heating, bathrooms, kitchens, windows etc

### How your service charge was spent

(top four areas):

1. **Gardening: £86,278**
2. **Third party management companies: £16,906**
3. **Major tree works: £12,992**
4. **Communal lighting electricity: £12,043**

To help our customers we capped our rent increase for 2023-24 at 6%, which is **1% less** than the government cap set at 7%.

## £2,962,899

was collected in rent

Arrears below **0.70%** Our housing team support customers to help them manage their rent

## Neighbourhood management



**49** anti-social behaviour (ASB) cases opened  
**0** cases involved hate crime



**1** donation to support Stockton Playing Fields project



**1** skip day to help customers keep their homes and neighbourhoods tidy



**1** staff day painting customer fences

### Top three ASB breaches:

1. **Neighbour disputes**
2. **Parking**
3. **Pets**



**£91,117** spent keeping schemes tidy and communal garden areas maintained (incl. work outside of the gardening contract, such as clearing fly tipping)

## Customer satisfaction

|  | Residents  |                     | Shared owners |
|--|------------|---------------------|---------------|
| Satisfaction that we keep communal areas clean and well maintained | <b>65%</b> | <b>Satisfied</b>    | <b>34%</b>    |
|  | <b>15%</b> | <b>Neutral</b>      | <b>22%</b>    |
|  | <b>21%</b> | <b>Dissatisfied</b> | <b>44%</b>    |
| Satisfaction with our approach to handling anti-social behaviour   | <b>63%</b> | <b>Satisfied</b>    | <b>13%</b>    |
|  | <b>31%</b> | <b>Neutral</b>      | <b>87%</b>    |
|  | <b>6%</b>  | <b>Dissatisfied</b> | <b>0%</b>     |

Data from Tenant Satisfaction Survey October 23

The satisfaction levels around communal areas and anti-social behaviour handling are lower than we'd like to see. We've set up a dedicated project group to help us understand why customers are less satisfied in these areas and what we can do to improve.

# Giving our customers a great service



## Our customers are at the heart of everything we do.

We strive to always deliver the best possible service. Our Service Promises are published on our website and we also provide a complaints performance update on our website every quarter.

## On average, per month, our Customer Care Team dealt with:

**1825** phone calls, MyHomeOnline contacts and emails\*



**872**  
phone calls



**79**  
MyHomeOnline contacts



**774**  
emails



**22**  
**seconds**  
average time to answer a call



of customers are satisfied with the service from our **customer care team**

\*Contact data is average per month into our Customer Care Team, who cover WRHA and three other rural housing associations on behalf of Midlands Rural Housing.

## How satisfied are our customers with our overall service?

### Rental customers

**83%**

**12%**

**5%**

**Satisfied**

**Neutral**

**Dissatisfied**

### Shared owners

**68%**

**18%**

**14%**

Data from Tenant Satisfaction Survey October 23

*You said...*

"The advisor from your out-of-hours service was rude and not helpful."

*We did...*

- ✓ We've added in a new monthly quality check with our out-of-hours provider.

*You said...*

"I don't understand why I'm not getting a new heating system."

*We did...*

- ✓ We've created a webpage to explain how we plan our replacement programme.

# Giving our customers a great service

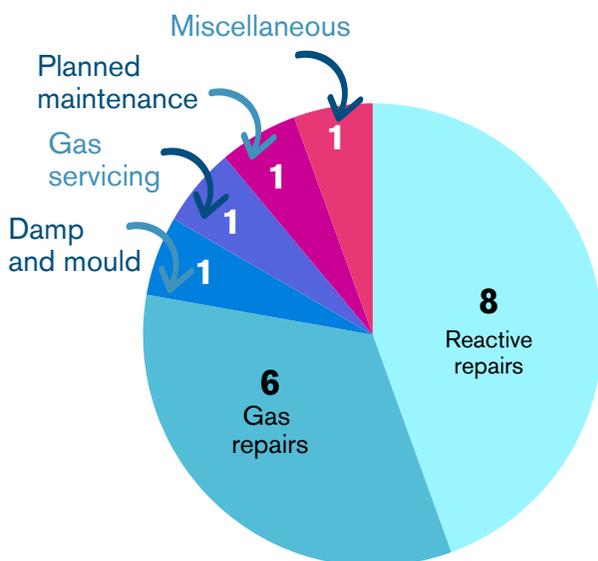
**We welcome complaints and compliments as they help us see where we are getting it right and understand where we can improve.**

We updated our Complaints Policy, this was following an update to the Housing Ombudsman Complaint's handling code, which we're legally required to follow from April 2024. We've continued to focus on ensuring that we learn and improve from every interaction with our customers and that we share what we've learnt and what we've changed.

## Complaints

**18 formal complaints**

### Breakdown of complaints by service area:



We publish our complaints performance on our website each quarter.

**18** complaints from rental residents

**0** complaints from shared owners

**100%** of complaints responded to within agreed timescales

**6** complaints escalated to stage two of our complaints process

**1** complaint escalated to the Housing Ombudsman

## Digital engagement

**35%**

of customers registered on MyHomeOnline used it in the last **6** months



**66%**

of customers are registered on our portal MyHomeOnline

## Policy and strategy updates



Complaints Policy and procedure (update)



Hoarding Policy and procedure (update)



Customer Support Fund Policy and procedure (new)



Asset Management Strategy (new)

# Providing respectful and helpful communication and engagement



**We know that to deliver the best possible service, we need to involve and listen to our customers.**

The introduction of the Regulator of Social Housing's Tenant Satisfaction Measures survey (TSM) enables all customers to tell us which areas of our service they're satisfied with and where we need to do better. And, in preparation for the Consumer Standards introduced in April 2024, we've developed a Customer Experience Strategy to ensure we're always putting our customers first.

## Customer involvement

**63** customers have told us they want to be more involved in the association and influence how we deliver our services



All new policies and policy updates are reviewed by our involved customers.

## Tenant Satisfaction Measures

The Regulator of Social Housing created a set of measures to look at how all social housing providers in England are performing. These are called Tenant Satisfaction Measures (TSMs) and were introduced in April 2023.

A key part of the TSMs is for us to survey our customers about how they think we're doing at completing repairs, keeping homes safe, engaging, managing complaints and keeping neighbourhoods safe and clean.

**1st** Tenant Satisfaction Survey went out in October 2023:

**171** households responded

**149** rental households

**22** shared owners

We've included some of the results throughout this report. You can see all the results on our website.

## Satisfaction with customer engagement

|   | Residents  |                     | Shared owners |
|---|------------|---------------------|---------------|
| Satisfaction that we listen to customers views and act on them                | <b>74%</b> | <b>Satisfied</b>    | <b>27%</b>    |
|   | <b>18%</b> | <b>Neutral</b>      | <b>40%</b>    |
|   | <b>8%</b>  | <b>Dissatisfied</b> | <b>30%</b>    |
| Satisfaction that we treat customers fairly and with respect                  | <b>88%</b> | <b>Satisfied</b>    | <b>72%</b>    |
|   | <b>9%</b>  | <b>Neutral</b>      | <b>22%</b>    |
|   | <b>3%</b>  | <b>Dissatisfied</b> | <b>6%</b>     |
| Satisfaction that we keep customers informed about things that matter to them | <b>81%</b> | <b>Satisfied</b>    | <b>53%</b>    |
|   | <b>17%</b> | <b>Neutral</b>      | <b>35%</b>    |
|   | <b>2%</b>  | <b>Dissatisfied</b> | <b>12%</b>    |

Data from Tenant Satisfaction Survey October 23

# Keeping customers' homes safe and in good repair



## Our priority is the safety and comfort of our customers.

We carry out stock condition surveys on all our rental homes on a five-year rolling basis. This survey data is used to plan our repairs and investment programme, to ensure our homes are safe, efficient, comfortable and affordable.

## How do we decide what to spend?

The maintenance and repairs budget is set by the Board and increased annually in line with inflation and business requirements.

This covers **the upkeep of your home, the measures we take to keep you safe**, and the work to **prepare empty properties for letting**.

## Satisfaction with our repairs service and the maintenance of our homes

94%

of residents surveyed, **following the completion of a repair**, are satisfied with our repairs and maintenance service (transactional survey)



**85%** of customers are satisfied that their home is well maintained



**91%** of customers are satisfied that their home is safe



**78%** of customers are satisfied with the time taken to complete their most recent repair

Data from Tenant Satisfaction Survey October 23

99.8%

of customers surveyed agree our contractors treated them with **courtesy** and **respect**

*You said...*  
"It takes too long for the damp issues to be resolved."

*We did...*

- ✓ We've updated our damp and mould policy and procedure to ensure that we're providing a quick, comprehensive and consistent response to every reported case of damp.
- ✓ We've also completed a self-assessment against the Housing Ombudsman's Spotlight Review on damp and mould to ensure we're meeting their requirements.

# Keeping customers' homes safe and in good repair

## Responsive repairs

**1402** repairs completed



**188**

emergency



**493**

urgent



**721**

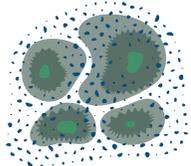
routine

**118**  
(63%)

completed within  
target time

**618**  
(51%)

## Damp and mould



**29**

cases of damp  
and mould  
reported

**100%**

cases resolved

## What we've spent

**£412,473**

on completing repairs

**£3,645**

average spent getting an  
empty property ready to re-let

## End of year compliance



**100%**  
fire risk  
compliant



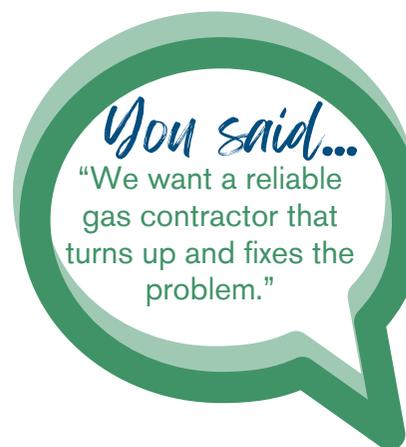
**100%**  
gas safety  
compliant



**99%**  
electrical safety  
compliant

**91** periodic  
electrical safety  
inspections carried out

**26**  
homes supplied with  
radon equipment



*You said...*

"We want a reliable  
gas contractor that  
turns up and fixes the  
problem."

*We did...*

- ✓ We retendered our gas contract and appointed Phoenix as our new gas contractor from 1 April 2024.
- ✓ We involved customers in the contractor selection process, and used feedback from customers to help us provide a smooth transition to the new supplier.

# Keeping customers' homes safe and in good repair

## Getting to know our homes better

We've been getting to know our homes better. This is through 'stock condition surveys' and, as a result of recruiting more staff to our maintenance and housing teams, we're visiting homes more often. This information helps us plan and invest our resources in a data driven, intelligent way to ensure they're performing to their potential and supporting our customer's needs.



We carried out **489** **stock condition surveys** this year

## Planned works

Over time your rented home will need improvements or upgrades – including kitchens, bathrooms, heating, windows and doors – to maintain the quality of your home, and to keep you safe and comfortable.



**£30,328**

spent replacing **windows and doors** in **3** homes



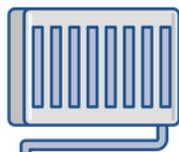
**£52,534**

spent replacing **kitchens** in **11** homes



**£40,632**

spent on the **exterior painting** of **92** homes



**£44,528**

spent replacing **4** **inefficient heating systems** with energy and cost efficient air source heat pumps



**£202,012**

spent replacing **bathrooms** in **31** homes



**£33,615**

spent replacing **11** **gas boilers** with new boilers



**£50,627**

spent **replacing the roofs** on **6** homes



*You said...*

"I didn't know what to expect when I had my bathroom replaced."

*We did...*

✓ We've recruited a Planned Maintenance Surveyor, dedicated to ensuring planned works are delivered efficiently and to a high standard.

He works closely with our Tenant Liaison Officer to ensure customers are kept updated throughout the project.

# Improving the efficiency of our homes

One of the biggest challenges we face is to improve the energy efficiency and thermal insulation in our homes.

We're on track to meet the government's target for all social homes to have a minimum Energy Performance Certificate (EPC) Band C by 2030.

Making our homes more energy efficient is not just about meeting government targets, it also helps combat fuel poverty, makes homes more comfortable and saves residents' money.

**£710,000**

awarded from the Social Housing Decarbonisation Fund



**£710,000**

matched by the association



**26** homes retrofitted\*

in 23/24 and a further **25** in 24/25

\*Retrofits include:

- replacing inefficient heating with air source heat pumps
- installing solar panels which have battery-powered storage
- installing humidistat extractor fans
- increasing loft insulation and cavity wall insulation.



All homes have an EPC survey every 10 years. This helps us know which homes to prioritise for energy efficiency improvements.

**68% of our rental homes are EPC band C or above**

# Developing new homes



We're building the homes that people need. They are high quality, meet national space standards and address the government's target of net-zero carbon emissions by 2050.

Our new homes investment is carefully balanced with reinvesting in our existing homes to maintain standards for all customers.

There are lots of challenges to getting new rural homes built, including access to affordable and suitable land, rising construction costs and reduced grants and government funding.

We continue to work closely with our partners and parish councils across rural Warwickshire to bring new schemes to reality.



We're working with **13** parishes in support of new rural housing schemes

It takes a long time to get rural homes from an idea to a finished scheme. During 23-34 we continued to work with communities and will be starting construction on two new schemes in 2024-25.



**1** public consultation for a potential new scheme

# Statement of comprehensive income

FOR THE YEAR ENDED 31 March 2024

|   | 2024<br>£        | 2023<br>£      |
|---|------------------|----------------|
| Turnover  | 3,331,348        | 3,134,314      |
| Operating costs                                 | (2,255,812)      | (2,340,997)    |
| <b>Operating surplus</b>                        | <b>1,075,536</b> | <b>793,317</b> |
| Interest receivable and similar income          | 40,233           | 2,923          |
| Interest payable and similar charges            | (644,426)        | (456,466)      |
| Movement in fair value of financial instruments | -                | 214,741        |
| <b>Surplus for the year</b>                     | <b>471,343</b>   | <b>554,515</b> |
| <b>Other comprehensive income</b>               |                  |                |
| Remeasurement of Social Housing Pension Scheme  | (200,612)        | -              |
| <b>Total comprehensive income for the year</b>  | <b>270,731</b>   | <b>554,515</b> |

Turnover is derived from continuing activities.

Full financial reports are available on our website: [www.warwickshirerha.org.uk/annual-reports](http://www.warwickshirerha.org.uk/annual-reports)

# Statement of financial position

AS AT 31 March 2024

|   | 2024<br>£         | 2023<br>£         |
|---|-------------------|-------------------|
| <b>Tangible fixed assets</b>                          |                   |                   |
| Housing properties                                    | 43,160,551        | 40,955,912        |
| Net book value tangible fixed assets                  | 43,160,551        | 40,955,912        |
| <b>Current assets</b>                                 |                   |                   |
| Trade and other debtors                               | 248,129           | 44,833            |
| Cash and cash equivalents                             | 2,736,493         | 3,812,102         |
| <b>Total current assets</b>                           | <b>2,984,622</b>  | <b>3,856,935</b>  |
| <b>Creditors:</b> amounts falling due within one year | (1,543,600)       | (1,407,430)       |
| <b>Net current assets</b>                             | <b>1,441,022</b>  | <b>2,449,505</b>  |
| <b>Creditors:</b> amounts falling due after one year  | (31,902,309)      | (31,184,481)      |
| <b>Provision for liabilities:</b> pension liabilities | (207,597)         | -                 |
| <b>Net assets</b>                                     | <b>12,491,667</b> | <b>12,220,936</b> |
| <b>Capital and reserves</b>                           |                   |                   |
| Called up share capital                               | 18                | 18                |
| Revenue reserves                                      | 12,491,649        | 12,220,918        |
| <b>Total funds</b>                                    | <b>12,491,667</b> | <b>12,220,936</b> |

“ The gardeners have done a fabulous job with both hedges. They look lovely! I am delighted to hear the tractor is booked for the autumn.”

**WRHA** customer

“ Just to say the contractor that came was super. He was clean and tidy in his work, he was kind, calm and extremely professional.”

**WRHA** customer

“ WRHA staff are always helpful and go the extra mile. No matter who you talk to, they are always polite and extremely efficient in dealing with issues.”

**WRHA** customer

“ Please continue with your fair treatment of tenants. This is uncommon in today's housing. Your housing association does it to a high standard. I feel valued as a tenant.”

**WRHA** customer

## Warwickshire Rural Housing Association

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