

wandle

Wandle Housing Association Limited

Annual Report

2022 - 2023





Welcome

I have joined during a transformative time at Wandle and have seen the dedication and passion from my colleagues to deliver positive outcomes for our customers. The feedback that we receive from you is vital to help us shape and enhance our service delivery to you so that we are confident we meet our core objectives of:

- Outcomes for customers that make us proud
- Providing homes that we would be happy to live in
- Building new homes and successful communities.

As a charity we need to focus on spending our funds on where we can make a real difference. This year we are particularly proud of having been able to do this via our helping hand fund. This continues to be a life raft to customers struggling with the cost of living crisis. Read how one family was helped on page 11.

During the year we recognised the need to improve our understanding of damp and mould in our homes and created a dedicated workstream to respond and provide the right resolution for each case. You can read more about our new three stage procedure on page 10.

Our Customer Empowerment Team have been busy, and there is more information about the various initiatives that are available for all Wandle customers on page 13.

This report accompanies a video we made explaining in more detail our aims for Wandle. In addition, we send quarterly newsletters that focus on the initiatives and improvements that we are making.

Anne Waterhouse
Chief Executive

Higher than last year  The same as last year  Lower than last year 



Our stock profile

	2022/2023	2021/2022
General needs	5,712 	5,678
Supported housing	108 	172
Intermediate rent and keyworker	69 	69
Shared ownership	784 	793
Leased units	548 	529
Market rented	4 	4
Other	36 	36
Total units owned and managed	7,261 	7,281
Equity loan products	54 	54
Total units	7,315 	7,335
Number of units managed by a third party	222 	222
Number of units managed for a third party	4 	4

Main areas of operation

Bromley	81
Croydon	1,381
Kingston upon Thames	163
Lambeth	588
Lewisham	312
Merton	1,468
Southwark	1,472
Sutton	276
Wandsworth	1,788
Other boroughs	12

Property safety

	2022/2023	2021/2022
Gas safety	99.92% 	100%
Fire risk assessment compliance	100% 	100%
Asbestos audits	2 overdue 	0 overdue
Water risk assessments	100% completed 	100% completed
Electric testing	96.91% 	98.18%
Passenger lifts	100% 	100%
Automatic gates	100% 	100%
Waste water pumps	100% 	100%
Decent homes	99.09% 	98%

Repairs service

	2022/2023	2021/2022
Routine jobs completed*	12,381 	10,948
Appointments kept	15,477 	10,382
Routine jobs average completion time	24 days 	26 days

* a job may have one than one repair visit

We continue to invest and expand our in-house, day-to-day repairs function. This will enable us to deliver a better and more consistent service, with an emphasis on first time fix.


We are investing in our repairs team by recruiting more operatives, enhancing functionality in our system by making changes to our appointments.

Total repair spend

2022/2023

Planned	43%
Responsive day-to day	56%
Total spend	£14.7m

Social housing cost per unit

2022/ 2023	2021/ 2022	2023/ 2024 Projected	National			Peer group*
			Lower	Median	Upper	Median
£6,134 	£5,759	£6,712	£3,678	£5,076	£5,295	£7,069

Total social housing costs divided by the number of social housing units owned or managed at the period end. Headline Social Housing Cost per Unit is a key measure of cost efficiency. The increase in responsive repair costs in 2021/22 was the main contributor to a 21% increase in the metric for that year. We have maintained our Headline social housing cost in 2022/23 by careful management of our responsive repair costs and recruitment of additional Repairs Team operatives, to displace repairs delivery by more expensive out-sourced contractors.

*We have selected the L12 group of medium sized housing providers in London as our peer group for performance benchmarking, as most of the members are of a similar size and broadly similar stock tenure to Wandle. The group works collaboratively, often sharing performance information and underlying issues openly, to a depth not available within benchmarking forums. This enables members to target improvements based on best practice shared within the group. The L12 group includes the following housing associations; Look Ahead, Hexagon, Newlon, Origin, Croydon Churches, Octavia, Phoenix, Shepherd's Bush, Islington and Shoreditch, RHP and Gateway.

Customer satisfaction

	2022/2023	2021/2022	2022/2023 Leaseholders & Shared Owners
Listens and acts	40%	41%	20%
Kept informed	57%	60%	38%
Treated with respect	56%	58%	38%
Positive contribution	44%	42%	23%
Overall satisfaction	51%	36%	26%

Financial performance highlights


	2022/2023	2021/2022
Wandle turnover	£55.9 million	£59.4 million
Overall surplus	£24.1 million	£11.8 million
Operating margin*	18.90%	21.60%

*Social Housing Operating Margin is a key indicator of the financial health of our core social housing business.

Tenant satisfaction measures

Month	2023	2022	Increase/ Decrease %
April	60%	62%	3%
May	57%	38%	50%
June	54%	54%	0%
July	57%	42%	36%
August	60%	38%	58%

Complaints

	2022/2023	2021/2022
Total number of complaints	1,675 	1,753
Stage 1	1,463	
Stage 2	212	

Please note for the purpose of the report, we only count stage 1 as stage 2 is an escalation.

We have made a number of changes in how we operate as an organisation for the benefits of our customers placing them at the heart of what we do. As a result, the numbers of complaints continue to decrease year on year.

We are committed to learn from past complaints and customer feedback making sure we continue to do better. We know that there's more to do and we continue to work with our residents to ensure complaints are resolved quickly and efficiently.

Themes

Parking	17
ASB	29
Repairs	509
Property servicing and compliance	23
Neighbourhood	104
Major works	91
Leasehold	28
Communal cleaning	44
Heating and hot water /gas servicing	213
Other	152

You can also view how we review our complaint handling against the Housing Ombudsman Complaint Handling Code. [You can view the latest assessment here](#)



Learning from complaints

We continue to learn from complaints and have invested resource to ensure we are compliant with the Ombudsman Handling Code. These learnings have resulted in service improvement for our customers. Below are learnings captured from the most relevant complaint themes in the last year, which illustrate our commitment to using complaints to drive service improvement and positive change within Wandle.

Repairs case one:

There was a delay to planned works because we missed an appointment. In addition, the resident was dissatisfied with the quality of workmanship.

What we found:

The customer had requested compensation for missing a day of work, and for a repair inspection taking place rather than a full repair as previously discussed.

Section 7.4 of our repairs policy states we will let customers know

what work is scheduled to take place in their home. It was found that this had not happened.

How we improved:

Our customer service team now use template letters and emails when arranging repairs and inspections that ensure the customers are receiving the correct information.

Repairs case two:

We received a complaint from an unhappy customer who felt we had not sufficiently stopped a leak in their home.

What we found:

We had failed to register the leak as an urgent repair and offered compensation to the customer.

How we improved:

Repair Service Managers (RSMs) are now required to review all photos of leak repairs within 5-10 works days. If additional work is required, they will contact the customer to arrange a further visit.

Heating and hot water case one:

One of our leasehold blocks was experiencing persistent heating and hot water breakdowns in the summer, and residents were unhappy with the lack of communication and having to repeatedly report a repair.

What we found:

Our contractor's process was out of date and was in need of updating.

How we improved

Our contractor process has now been updated and outlines that when fixing a communal boiler, engineers must check at least two homes before marking the repair as resolved.

Neighbourhoods case one:

A customer was unhappy with how we handled their concern with antisocial behaviour in their community.

What we found:

We have seen an improvement in our ASB service, which has resulted in an increase in ASB reports from customers. Our ASB officers were inundated with 50 cases each, and this led to delays.

How we improved:

Our neighbourhoods team now has a new ASB officer, which means the workload is more balanced and they can commit to supporting our local communities.



Damp, mould, and condensation

Living with damp and mould has a negative impact on the wellbeing and quality of our residents' lives. Left untreated, it also damages the fabric of properties resulting in costly repair and maintenance work.

To combat this long-standing issue, we set up a damp and mould project in 2021/22 to understand the condition of our homes and resolve the issues.

We are committed to working with you to provide advice and guidance on how to reduce damp and mould in your home. In early 2023, a three-stage procedure was introduced to categorise all reports of damp and mould and gather information from home visits by repairs and housing staff as well as our contractors.

As a registered provider, we have been required to submit a detailed policy statement to the Regulator for Social Housing setting out how damp and mould is being addressed. To date over 400 households have benefited from this proactive approach. The sooner we know the quicker we can act. We have provided helpful information on damp and mould on our website > [**Damp and mould**](#) - Wandle Housing Association.



Helping hand fund

A family in Bermondsey can now look forward to their future after being moved into a Wandle property.

Ms O* and her two children, aged 12 and 10, were suffering for years, enduring domestic abuse by Ms O's husband.

Ms O's physical and mental wellbeing were massively affected by living in such conditions, that she found herself worrying about what the future held.

Due to the circumstances and the danger her and her children faced if they returned to their home, with the support of the police and social services, Southwark Council moved them into temporary accommodation. Due to their circumstances, they were assessed as homeless and remained in temporary accommodation whilst a permanent home was sourced.

After a year and a half, Southwark Council nominated them for a Wandle home in Bermondsey, a move that meant the children did not have to move schools and they could remain near their support network.

Like many families fleeing from domestic abuse, they had little to furnish their new home. To support them in setting up their new home, our Resident Support Team provided £800 in vouchers to cover the necessary basics.

Mrs O said: "Wandle have given me, and my children hope, and I am grateful for the help I have received. The £800 voucher has been a real lifesaver and has stretched to allow me to buy the basics for our home. I cannot thank Wandle enough."

We take domestic abuse seriously at Wandle, we know how brave it is to escape this kind of behaviour and start again.

We are DAHA (Domestic Abuse Housing Alliance) accredited and prioritise you and your family's safety. You can read more about what constitutes domestic abuse on our specialist page – **Domestic Abuse** – Wandle Housing Association.



Board diversity

Wandle has a diverse board, and our members bring with them a range of different skills, experience, and backgrounds. We publish information about all of our Board members on our website and this provides an insight into what each member brings to the organisation.

We collect information about the diversity of our Board members, as part of our commitment to ensuring that the organisation is representative of the diversity of the communities we serve. This includes information about their age; disabilities; gender; sexuality; ethnic background and religion.

Our Board consists of five female and seven male members. We have members with a range of religious beliefs, sexualities, and ethnic backgrounds. We have one resident on the Board and now have a Customer Experience Committee with three resident members.

We know that understanding the diverse needs of our customers, and ensuring our Board and workforce represents that diversity is vital to providing good quality services. We are delighted that analysis of our staff data shows that our workforce does reflect the diversity of our customer base.

We have an active Equality, Diversity and Inclusion Steering Group. The group has an action plan to help us deliver on our **Equality and Diversity Policy**, which is available on our website.



Customer empowerment

Here are some highlights from the Customer Empowerment Team in the last year:

Customer Excellence Panel

Customer Excellence Panel are a group of residents who are dedicated to improving services and supported by the customer empowerment team. The panel meet a minimum of 4 times in the year to discuss housing service performance and provide valuable feedback on how Wandle can provide excellent services.

The panel have been in various exercises and consultations during the past year having had the opportunities to meet with changemakers in the organisation such as:

- Asset Investment and Planned Works workshop identifying priorities for our customers and where we should be focusing investment
- Customer Experience Strategy, looking at what is priority for our customers experiencing our services
- Complaints service review, taking an in-depth review of our complaints procedure
- Repairs strategy, reviewing the repairs service plan and providing input from a customer's perspective

If you are passionate about improving services and want to get involved in bringing change to your community, please contact [**customerempowerment@wandle.com**](mailto:customerempowerment@wandle.com).

Digital Inclusion

We commissioned a digital inclusion program with We are Digital, national experts in digital literacy helping residents learn essential digital skills and educating them on how to keep safe online.

- Over 30 residents utilised the digital inclusion program, they were able to access free online/in person training as well as a digital device and Wi-Fi if they did not have access to the equipment to complete the training.

Healthy living platform

The healthy living platform help people to create healthy and sustainable lifestyles through cooking classes and community pantries. We have provided free £5 vouchers for residents who would like to use the pantry, and they receive £20 worth of food. 8 residents have benefited from access to the food pantry in Lambeth offering fresh produce and healthy food options.

Incommon

Incommon are an organisation bridging the gap between generations and tackling social isolation through an intergenerational project. Children from a local school have been visiting 2 of our sheltered schemes in Wandsworth. Queen Elizabeth House and Anandi House have enjoyed visits from children and have been able to exchange skills and knowledge by participating in different activities such as show and tell, sharing about objects that have significant meaning to their lives.

Winter Warmer care packages

Wandle received donations from our contractors to deliver the Winter Warmer project through which we were able to provide 120 care packages. The packages were delivered to residents in our sheltered schemes to support them through the cold winter months. Packages included items such as tea, coffee, biscuits, a warm blanket, and sudoku.

HACT Age Friendly programme

We have partnered with HACT (Housing Associations Charitable Trust) along with housing associations in Southwark to deliver an age friendly programme, working together to improve opportunities and outcomes for over 50s. The programme continues until 2024, and so far, we have been able to provide free food provisions in Rotherhithe and are exploring other opportunities that support health and wellbeing.

If you are interested in getting involved or would like to find out more, please contact [**customerempowerment@wandle.com**](mailto:customerempowerment@wandle.com)

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Wandle
Second Floor
230 Blackfriars Road
London
SE1 8NW

0300 2000 120

www.wandle.com

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