As a result of all the work we have done during the year to achieve Value for Money, the organisation has benefitted by £9.63 million.

This means our 2015/16 Business Plan includes provision of 2910 future new homes, instead of 2750 homes, a gain of 160 homes.

Happy customers:
- 95% Overall satisfaction
- 87.9% of repairs carried out the same day and satisfaction with repairs increasing by 4% to 93%

We have generated social value in a range of ways through everything we do, including the generation of 138 employment training opportunities.
The Wrekin
Housing Trust

Value for Money Self-Assessment 2014/2015

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1 Executive Summary

Reduce Costs
We set the 2014/15 operating costs budget 10.2% lower than in 2008/9 and we achieved our objective of reducing operating costs by 10% in five years, saving a further £564,000 within this lower budget.

We achieved an operating surplus of £1.87 million better than budgeted; while investing £93 million in developing or acquiring 858 homes.

Through our Asset Renewal Strategy the value of our homes has increased to £456 million from £438 million in 2013/14. We also reduced the need to spend £3.6 million over the next 10 years in capital works costs.

Invested in
On site with 1035 more homes and plan to develop or acquire 2910 over the next four years.

Invested £212.5 million in repairing and improving tenants homes.

Invested £600,000 in neighbourhood and environmental work.

Increase Quality
Improved customer satisfaction with services

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction with the Trust as landlord</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Overall satisfaction with repairs and maintenance</td>
<td>93%</td>
<td>89%</td>
</tr>
</tbody>
</table>

Maintained Performance
100% of properties with an in date gas certificate for fourth year running.
Top quartile KPIs benchmarked with HouseMark.

Improve Social Value
Provided 1320 people with a home. Through our own services and the development process we created 94 apprentices and 44 other training places.

Our Money Matters team generated £860,716 additional benefits for tenants.
2. **Introduction**

2.1 This Value for Money (VFM) Self-Assessment provides a critical analysis of achievements in 2014/15 and demonstrates our accountability to all residents and stakeholders, including our Regulator, Local Authorities and other partners.

2.2 We include a summary of our overall approach and achievements, focusing on measurable outcomes and those that are harder to measure but nevertheless add social value for our residents and local communities.

2.3 A summary of this document is included in our statutory accounts for the year ended 31 March 2015, which contains a link to this self-assessment. A copy of this self-assessment is also available on our website at [http://www.wrekinhousingtrust.org.uk](http://www.wrekinhousingtrust.org.uk) This document is also available to residents via our Annual Report to Tenants, available on our website or in hard copy on request and in a range of formats.

3. **Operating context**

3.1 The Wrekin Housing Trust (The Trust) was set up in 1999 following the transfer of homes from Telford & Wrekin Council. At the end of 2014/15 the Trust owned and managed 11,854 homes across Telford, Shropshire and Staffordshire, made up of the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable rented – General Needs</td>
<td>9,786</td>
</tr>
<tr>
<td>Intermediate Rents</td>
<td>189</td>
</tr>
<tr>
<td>Affordable Rented – Retirement Living</td>
<td>1,617</td>
</tr>
<tr>
<td>Market Rented</td>
<td>117</td>
</tr>
<tr>
<td>Shared Ownership</td>
<td>107</td>
</tr>
<tr>
<td>BusinessLets</td>
<td>38</td>
</tr>
</tbody>
</table>

In addition to the above the Trust manages 1,096 leasehold properties and more than 2,500 garages.

3.2 **VISION**

The Trust's vision is: “To provide excellent homes and services”

The way in which the Trust will deliver its vision is expressed in its values.

**Values/Principles:** The Trust has five key values:
- Putting the customer first
- Getting it Right First time
- Having a ‘can do’ approach
- Working as one team
- Valuing each other

4. **Approach to Value for Money**

4.1 Our approach to value for money is set out within our Value for Money Strategy and depicted below:-
The 2015 – 2020 Value for Money Strategy can be found by clicking [here].

Following the 8th July 2015 Budget announcements, this strategy is currently under further review and a revised version will be submitted to the Trust’s Board in December 2015.

In 2014/15 the Trust's turnover was **£58.847m** and it generated an operating surplus of **£19.8m**.

The Board set a target in 2010 to reduce operating costs, in real terms, by the end of 2014 by 10%. This was achieved with operating costs reduced by 10.2% by the 31st March 2014 and the 2014/15 budget was set to reflect this in real terms.

As an organisation committed to quality the objective was to achieve these efficiencies as a minimum without any loss of quality but where possible, continuing to improve the quality of service. We have developed a Systems Thinking culture to achieve this and this is generating real results throughout the organisation, achieving both cost savings and quality enhancements.

We have also continued to develop our approach to achieving Social Value, generating as much value as we can, from the work that we do.

### 5. Maximising resources and delivering efficiency savings

#### 5.1. Our journey to create an efficient organisation started in 2010 when the Board set a target of an overall reduction in operating costs of 10% in real terms by 2014/15 compared with 2008/09. This was achieved by the end of 2013/14 in that the 2014/15 operating costs budget was 10.2% lower than the 2008/9 budget in real terms.

But as well as the real term reductions in budgeted operating costs we have achieved further efficiencies in actual costs compared to what we expected to spend within our budgets in 2014/15. An additional overall net saving of **£564,000** was achieved within operating cost budgets and our operating surplus was **£1.87m** better than budgeted. This additional surplus alone, could potentially fund up to 35 additional new homes.

#### 5.2. Value for money and efficiency continue to be firmly embedded within the business. Here are just some examples of efficiencies made during the year, some of which will continue into future years:

- **Repairs and Re-let costs**: With the introduction of Same Day Repairs and other improvements savings of **£400,000** were achieved compared with costs in 2011/12. In addition **£298,000** was saved in the Repairs and Maintenance Budget in 2014/5. The number of skilled resources required to deliver the service has reduced from 64 in 2012 to 50 in 2014/15, a 22% reduction, delivering a higher quality service with less resources.

Following a review of staffing within our Area Teams due to the implementation of Systems Thinking reviews (of empty property management, lettings and landlord...
permissions), a further 13.75 FTE posts were removed from the establishment, helping to reduce the cost of the management of the service.

b. **Contract Management:** We improved procurement and contract management processes and built on the considerable unit cost savings achieved on planned maintenance programmes so far. This year a further £1.45m of savings were achieved in the Capital Improvement Programme, bringing total savings over the last six years in this area to **over £5m.** Through the reduction in unit costs, year on year, significant cost reductions have been achieved on the improvements most valued by our residents.

The direct impact of the savings is that nearly **31%** more homes than planned have had major work completed in 2014/15 with 4,704 improvements completed compared to the 3,232 budgeted for.

c. **Gas servicing and Maintenance:** In 2011 it was costing us £200 per property to manage/service and maintain our heating systems. This has reduced, reflecting the reduction in the number of repairs (shown below) and repeat service visits, to £145.65 per property, a saving of £54.35 per property. Across 10,990 Trust properties this year a total of **£597,306** of efficiency savings have been made compared to costs in 2011/12, adding to the efficiencies made in previous years, through:-

- Bringing the service in-house and improving the management of the service.

- Spending more time on a gas service and replacing the most problematic heating systems, the number of repairs visits has reduced further from 1.6 visits per property in 2011/12, 1.3 in 2013/14 to **1.16** per property in 2014/15.

- Working with existing suppliers to reduce the cost of the top 100 gas parts thereby reducing the cost per property. Benchmarking was undertaken, which resulted in an overall 11% reduction on prices, or approx. £30,000 p.a. saving.

- During the year 300 new boiler installs were completed by the in-house gas team, at a cost of £1,471 per boiler, compared to £2,042 via our external contractor, generating an efficiency saving of **£171,300.** Due to the success of this we are looking to undertake more gas install work in-house in 2015/16.

d. **Housing Management:** Process reviews - this year the Trust carried out systems thinking reviews of the empty property and letting functions and the landlord permissions process resulting in a restructuring of the Area Teams. The removal of 5 Maintenance Coordinator and 6.75 FTE Property Executive roles will see year on year salary cost savings of £405,469 p.a. In addition to the financial savings, the new process sees a more customer driven, streamlined process that has removed waste, improving service delivery and accountability to our customers.

e. **Service Contracts:** In 2014/15 we re-tendered our communal cleaning and grounds maintenance service contracts. The new contracts went live in April 2015 and will achieve a saving of **£189,601** p.a. on the cleaning contract and savings of **£40,086** p.a. on grounds maintenance contract with an improved specification.
f. **Estates and Flats Improvements** – The use of ‘Clean Cut’ social enterprise to provide estate improvement work to the value of £30,000 saw VAT savings of 20%, and allowed more work to be undertaken.

g. **Telephony Costs**: In 2014/15 we retendered both of our telephony contracts and, assuming that call volumes remain broadly the same, anticipate saving £67,000 p.a. on mobile phones, £15,000 p.a. on mobile data usage and a further £5,000 p.a. on landline usage.

h. **Conveyancing Costs**: £200,000 a year saved on conveyancing charges by bringing the service in house through our Legal Services Team when compared with external charges.

i. **Annual Calendar**: £2,000 saved through driving down print costs and reducing the print costs of each calendar by 15p a copy.

j. **Organisational Development**: £13,000 p.a. savings have been generated during the year through the implementation of electronic pay slips (£4,000), creating the capacity to take on some Group partner payroll management, and a systems thinking review of the Trust’s induction process (£9,000), reducing the number of induction days and releasing the capacity of both the new recruits and the managers who are involved in the process.

Year on year our absence levels have fallen and for the last 3 years have been less than 3% across the whole of the workforce. This reduced further in 2014/15 to 2.86% overall, with Trades absence levels falling below 3% for the first time at 2.9%. These figures benchmark well against the CIPD 2014 benchmarking report which shows the average level in the not for profit sector at 3.3%.

6. **Prudent Treasury Management**

6.1 A further saving of nearly £1m has been delivered against the budget through prudent treasury management and an effective hedging strategy.

7. **Active stock management**

7.1 We started with our active asset management journey in 2006, when a large proportion of the stock was identified as being of negative value to the Trust in Net Present Value (NPV) terms. In 2010, we could see there had been a positive impact on the stock but were aware of a high concentration of flats that were either negative or only making a small surplus for the organisation.

7.2 The model of Net Present Value has been in operation at the Trust over some time to support decisions about retention, improvement and disposal of properties to get the maximum return on stock. During 2014/15 the Board agreed a revised Asset Renewal Strategy for 2015–20, under which older uneconomic properties or those that are in low demand continue to be sold and the proceeds reinvested, along with some grant funding and bank borrowing, with the aim of building two new properties for each old one disposed of. Since the start of the Asset Renewal Strategy in 2005/6, 1,280 properties have been sold, generating proceeds of £88.7m. Over the same period, 2,605 homes have been developed or acquired from other registered providers, which represents 2.04 new homes for every old property sold. The home sold remains in place as a private sector affordable home; thereby the one home becomes three homes.
In total, during 2014/15 a total of 290 homes were sold through our active asset management strategy. 205 through asset renewal, 38 through the preserved right to buy or acquire and 47 sold or disposed of through our asset management strategy decisions. If they had been retained and we carried out the capital works required (not including void work or responsive repairs) to continue to meet decent homes, over the next 10 years, the cost to the Trust would have been £3,607,580. The homes that will replace them will not require any capital works for a minimum of 10 years.

Plans are in place to develop or acquire a further 2,750 homes over the next four years. The 858 homes completed in 2015 also generated approximately an additional £32m for the economy of the areas in which the Trust operates and £18.5m in employee earnings, supporting 730 FTE jobs in the region (Source NAT Fed Database).

7.3 During 2013/14 we commissioned Savills to complete the 5 yearly update of our Stock Condition Survey and Stock Valuation. This confirmed an increase in the overall valuation of our stock for loan security purposes from £278m in 2009 to £438m in 2013/14. The updated loan security valuation carried out in 2014/15 showed another increase, to £456m. The survey also showed a reduction in capital funding required to improve the stock due to our active stock management. There has also been an overall improvement in the age profile of the total stock as can be seen in the graph below:

7.4 In 2007 a significant proportion of Trust stock had a negative NPV, but by 2010 this number had reduced due to our strategy and by 2014 all properties had a positive NPV. The graph below demonstrates that all properties now lie in positive equity.

The 2015 – 20 Asset Management Strategy addresses the long term let-ability and on-going capital requirements for those properties likely to fall into negative NPV in the future, which as the graph demonstrates, are mainly flats. Our Asset Management Strategy going forward will be looking at what decisions need to be made on a number of blocks of flats and this will be undertaken in consultation with residents and stakeholders.
We are continuing to use the net present value model to help to identify underperforming assets. Using this model as a base, the Trust has carried out a strategic review of its flats and has formulated a programme which is now being implemented. Some blocks will be targeted for investment, whilst others will either be demolished, to make way for new development on the same sites, or sold outright, with the sale proceeds being reinvested in building homes elsewhere. Further information and diagrams can be found in our 2013/14 VFM self-assessment.

7.5 The Trust’s trading subsidiary, Old Park Services Limited, continues to sell services to third parties to generate a commercial return which can then be transferred back to the Trust by way of gift aid to be reinvested in the Trust’s existing and new housing stock. In 2014/15 the gift aid from Old Park and the Trust’s new development subsidiary, Strata Housing Services Limited, amounted to £1.7m, which was over £1m higher than the amount gift aided in 2013/14.

8 **Reinvesting savings**

8.1 During 2014/15 the Trust sold 299 properties, 205 under the Asset Renewal Strategy, 50 through RTB or leasehold sale and 44 properties were demolished in regeneration programmes. We also completed the development or acquisition of 858 new properties, investing just under £93m.

We also started on site with a further 1,035 properties that will be completed in 2015/16 and plan to build 2,750 more homes in the next 4 years. (2910 as a result of 2014/16 efficiencies)

8.2 A key part of our income maximisation ethos is the re-alignment of resources to improve services for those facing challenges from Welfare Reforms. Our journey has already begun with commissioning our partner organisation, the Shropshire Housing Alliance (SHA), to deliver work through the Money Matters and Tenancy Sustainment Teams. This has already generated very positive results with 2,200 cases supported and £860,716 in additional benefits realized for customers, preventing further rent arrears.

8.3 In 2014/15 we invested in the ‘Who’s Home’ software for a proportion of our properties to investigate whether this technology would have a positive impact on
Income Management. Purchased for an 18 month trail for £6,000 – this software allows us to profile 2,000 of our existing tenants, giving us detailed profiling from multiple sources (as used by credit reference agencies) about occupants registered from the address, financial information on the tenant, whether they are defaulting on other credit, using direct debit information to pay other agencies, as well as a credit score on the individual tenant. This information is being used to target the income management approach based on their risk. The results of the pilot will be analysed in 2015/16 from a value for money basis and a decision made whether to retain and extend it or stop using it.

8.4 Over £600,000 was allocated to neighbourhood and environment type works in 2014/15, due to on-going savings in the capital works delivery. This includes the refurbishment of seven Retirement Living Schemes, bringing the communal areas and facilities up to a modern standard, two more than originally budgeted for.

8.5 Setting up a separate subsidiary company, Strata Housing Services Limited, to provide development services to the Trust with the aim of saving between £1m and £1.5m in VAT over the 4 years of the current development plan, which would have been previously irrecoverable by the Trust. In its first financial year of operation 1st April 2014 to 31st March 2015, it has saved over £624,965 in VAT.

8.6 Invested the resources and time to carry out full Systems Thinking reviews of:-

- Income Management & Former Tenants Arrears
- The Supply Chain arrangements with Travis Perkins
- Empty Property Management
- Choose Your Home lettings system

A number of smaller systems thinking process reviews were also carried out. The outcomes of these reviews are being implemented in 2015/16 and efficiency savings will be reported in the 2015/16 VFM self-assessment.

8.7 IBS replacement system: In 2014/15 we continued the work already commenced on creating our own in-house housing management IT system, in partnership with Documotive, to replace the outdated and unsupported IBS housing management system.

The cost of purchasing a new off the shelf system would have been in the region of £1 million in total. Creating our own full system will save in the region of £250,000, while gaining added value and direct control over future developments in the system, future proofing the business against the external control of software companies. It also creates the opportunity of generating future income through selling the system to others in the sector.

By the end of March 2015, the basic core systems were in place including the Customer Relations Management (CRM) front end work flow system, responsive maintenance and lettings, with the rents and service charges module going live during the year. The team has also been working on the development, asset management, and empty property management modules which will go live in 2015/16, with the estate management module going live the following year.

8.8 As part of our Business Continuity Plan, to ensure business resilience in the event of a major disaster, the Trust has invested £300,000 in the provision of a remote standby facility at our location in Wellington. The investment also enhanced the broader configuration at the Trust’s headquarters building at Old Park.
8.9 Learning and Development: We have continued to invest in our people to deliver high quality efficient services now and in the future.

2014/15

- 39 learning contracts issued (supporting employees to do professional external qualification based courses), spending £55,000
- 50 gas and electrical qualification courses attended to upskill the workforce in this area (e.g. new technology and ground and air source heat pumps), spending £22,000
- 23 training allowances awarded (encouraging employees to learn a new skill), spending £1,400
- Management Development Programme (Managerial Assessment of Proficiency (MAP) reassessments and workshops), spending £5,000
- 172 training courses were delivered at the Trust, spending £37,000
- A further 15 people received full systems thinking training, bringing the total to 113 members of staff. This is now delivered in house with no additional costs.

9. Quality & Performance

9.1 Properties

a. We have completed improvement work to over 4,700 homes over the year spending just over £8.25m.

b. The average SAP rating of our homes has increased from 70.7 in 2013/14 to 71.2 in 2014/15

c. We continue to be Decent Homes compliant

d. We continue to consolidate our same day repair service and have focused on increasing the quality of the service. This has resulted in an increase in the speed of the service and increased customer satisfaction. However, right first time performance has decreased slightly, which has been one of the drivers of the review of our supply chain arrangements.

e. For the fourth year running 100% of our properties had an in date gas certificate at year end.

f. Repairs performance remains strong as we continue to refine the service. The table below demonstrates key performance information.

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repairs completed same day as reported</td>
<td>87.9%</td>
<td>85.5%</td>
</tr>
<tr>
<td>Non rapid response appointment kept</td>
<td>97%</td>
<td>95.5%</td>
</tr>
<tr>
<td>Average duration rapid response</td>
<td>1.2 days</td>
<td>1.9 days</td>
</tr>
<tr>
<td>Customer satisfaction with repair</td>
<td>96.1%</td>
<td>95.4%</td>
</tr>
<tr>
<td>Customer opinion of right first time</td>
<td>88.4%</td>
<td>90.8%</td>
</tr>
</tbody>
</table>

9.2 Money management

a. We continue to be in the top quartile at letting homes (Housemark Benchmarking 2013) at an average of 14.53 days and have reduced the rent we have lost through properties being empty to 0.31% of rental income from 0.41% last year.

b. During the year we charged £51.8m in rents and collected 99.2% of that. The rent owed to us, as a percentage of the rent we charge, was 0.76%, with current tenant arrears of £394,144, supporting our position as a top quartile performer within our benchmarking group. (Source: Housemark)

c. We outperformed our budgets across the board and performance against our loan covenants ratios improved further.
## Growth

a. We continue to have a strong development programme with **858** new homes built or acquired during the year and a robust future programme. A significant number of new homes are being delivered using grant funding as detailed below:

<table>
<thead>
<tr>
<th>Number</th>
<th>Value</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed by March 2015</td>
<td></td>
<td><strong>Number</strong></td>
</tr>
<tr>
<td>322</td>
<td>£6.51m</td>
<td>National Affordable Homes Programme (NAHP)</td>
</tr>
<tr>
<td>57</td>
<td>£1.38m</td>
<td>Reallocation under of the NAHP programme.</td>
</tr>
<tr>
<td>45</td>
<td>£2.6m</td>
<td>Empty homes and Mortgage Rescue</td>
</tr>
<tr>
<td>Ongoing programme</td>
<td></td>
<td><strong>Number</strong></td>
</tr>
<tr>
<td>81</td>
<td>£2.48m</td>
<td>Dept. Health &amp; Care &amp; Support Programme (Completion Mar 18)</td>
</tr>
<tr>
<td>588</td>
<td>£13.67m</td>
<td>HCA Affordable Homes Guarantee programme (Completion Mar 17)</td>
</tr>
<tr>
<td>984</td>
<td>£27.82m</td>
<td>HCA Affordable Homes programme (Completion Mar 18)</td>
</tr>
</tbody>
</table>

b. A considerable number of homes are also being developed by means of Section 106 acquisitions and these, together with acquisitions from other providers and the homes in the grant funded programmes shown above, are expected to add 2,746 properties to the Trust’s stock over the next four years.

c. The average cost of a new build 3 bedroom home was £112,750 including the build and land cost. The average floor size is 85 sq. meters due to HCA Design & Quality standards and as a minimum comply with code level three of the Code for Sustainable Homes, compared to private sector 'affordable' homes where the average floor size is around 67 sq. meters and not always the requirement to meet the code.

## Customer satisfaction

a. Customer satisfaction is measured through the monthly STAR survey and other bespoke customer experience exercises. Top quartile positions for overall satisfaction with the Trust and being treated with fairness and respect have both been maintained in 2014/15 at 95% for both indicators, the same as in 2013/14, with 64 % of people very satisfied.

### Housemark Benchmarking Report 13/14

<table>
<thead>
<tr>
<th>% of residents satisfied with the service provided (GN &amp; HIOP)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ranges</strong></td>
</tr>
<tr>
<td><strong>Organisations</strong></td>
</tr>
</tbody>
</table>

b. Satisfaction with the repairs service, from those that have just experienced it, has increased to **96.1%** (95.5% 2013/14). Overall satisfaction with repairs and
maintenance through the STAR survey has increased from 89\% in 2013/14 to 92\% in 2014/15. The proportion of customers who are very satisfied is 67\%.

Housemark Benchmarking Report 13/14

| % of residents satisfied with repairs and maintenance (GN & HIOP) |
|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Ranges                          | 61-70 | 71-80 | 81-90 | 91-100 | 101-110 | 111-120 | 121-130 | 131-140 | 141-150 |
| Organisations                   | 1    | 0    | 2    | 1    | 0    | 7    | 5    | 7    | 8    | 6    |
| Wrekin Housing Trust (2013/2014) |     |     |     |     |     |     |     |     |     |     |

88.50

- c. Satisfaction with major improvements carried out to tenant's homes has improved, on a scale of one to ten, from 9.6 in 2013/14 to 9.68 in 2014/15.
- d. Satisfaction with properties at re-let stage remained stable at 95.3\%.
- e. Satisfaction with account taken of views and acted upon has increased from 80\% in 2013/14 to 89\% in 2014/15, which again is top quartile performance when benchmarked through Housemark.
- f. The number of service failures has reduced to 168 in 2014/15 from 179 in 2013/14. This has been achieved by improving service delivery in response to customer feedback. The chart shows the reduction in complaints following the introduction of the same day repairs service and the further reduction when the gas service was brought in-house. These two interventions have minimised complaints relating to appointments, delay and quality of the service.

10 Benchmarking

10.1 Housemark benchmarking results for 13/14 continued to demonstrate an overall positive picture of performance. In 2014/15, while some indicators have varied slightly, all process and satisfaction indicators remain in top quartile positions.

The 2013/14 full Housemark Benchmarking Report can be accessed here
### Housemark Benchmarking colour coding

<table>
<thead>
<tr>
<th>Quartile Key</th>
<th>Upper Quartile</th>
<th>Middle Upper</th>
<th>Median</th>
<th>Middle Lower</th>
<th>Lower Quartile</th>
<th>N/A</th>
<th>No Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid dataset</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small dataset</td>
<td>![Small dataset Icon]</td>
<td>![Small dataset Icon]</td>
<td>![Small dataset Icon]</td>
<td>![Small dataset Icon]</td>
<td>![Small dataset Icon]</td>
<td>![Small dataset Icon]</td>
<td></td>
</tr>
</tbody>
</table>

### 2013/14 Housemark VFM Scorecard

#### Wrekin Housing Trust 2013-14

### Value
- Satisfaction with the quality of new home %: 100.0% (No Data)
- Satisfaction with the service provided %: 94.6% (No Data)
- Satisfaction with repairs and maintenance %: 88.5% (No Data)
- Satisfaction with neighbourhood %: NoData (No Data)
- Satisfaction that rent provides value for money %: NoData (No Data)
- Satisfaction that service charges provide value for money %: 70.4% (No Data)

### Business Health
- Growth in turnover: 4.0% (No Data)
- Operating margin: 36.7% (No Data)
- Adjusted Turnover Overheads Costs %: 10.2% (No Data)
- Total CPP of Housing Management: £416.42 (No Data)
- Total CPP of Major Works & Cyclical Maintenance: £1,500.81 (No Data)
- Total CPP of Responsive Repairs & Void Works: £216.78 (No Data)
- Total CPP of Overheads: £143.30 (No Data)
- Current tenant arrears as % of rent due: 0.50% (No Data)
- Rent losses due to voids as % of rent due: 0.41% (No Data)
- Gross arrears written off as % of rent due: 0.17% (No Data)

**Trend Indicators**
These represent your improvement in comparison to your peer group's improvement.

**Performance Indicators**
These represent your performance in comparison to your peer group's performance.
Comparisons with the HCA Global Accounts are shown below:

### Performance compared with the HCA Global Accounts 2014

<table>
<thead>
<tr>
<th></th>
<th>WHT 2015</th>
<th>WHT 2014</th>
<th>HCA GA LSVT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth in turnover</td>
<td>3.7%</td>
<td>4.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>33.7%</td>
<td>36.7%</td>
<td>27.2%</td>
</tr>
<tr>
<td>Management costs per unit</td>
<td>£468</td>
<td>£356</td>
<td>£936</td>
</tr>
<tr>
<td>Routine and Major repair costs per unit</td>
<td>£2,038</td>
<td>£2,222</td>
<td>£1,971</td>
</tr>
<tr>
<td>Current tenants arrears</td>
<td>1.6%</td>
<td>1.2%</td>
<td>4.7%</td>
</tr>
<tr>
<td>% lost through void property</td>
<td>1.7%</td>
<td>0.9%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

We are also part of a Midlands based Peer Benchmarking Group where we benchmark capital component replacement unit costs and specifications in detail, as well as responsive repair costs and specifications to help us better understand our cost and quality base.

### 11. Adding Social Value:

11.1 We continue to contribute to the well-being of our tenants, the wider community and larger neighbourhoods in many ways. Although some of benefits are hard to measure we provide some estimates based on the factual information we have.

11.2 We have provided 1,320 people and their families with a much needed, affordable home. The CORE data for 2014/15 shows that we have:

- a. Taken 148 people out of homelessness, insecure or poor quality accommodation, providing them with security and a base to build on improving their lives.
- b. Provided 89 larger homes for families who were overcrowding their previous home, alleviating the stress and disruption that overcrowding causes.
- c. Helped 59 people move to a smaller property which better suits their needs and prevents increased poverty from the new bedroom tax charges.
- d. Assisted 308 people move to a home that helped them manage an illness or disability and/or receive support.
- e. Supported 21 people escape domestic violence through the provision of an alternative home.
- f. Enabled 176 people to move to become more independent.

11.3 Completing the development of 472 new build affordable homes during the year not only provides a greater choice of housing, but also has a positive impact on the local economy. Using National Housing Federation calculations the number of homes we have developed in 2014/15 will have generated to the UK economy £42.5m of additional social value, £24.8m in employee earnings and supported over 900 jobs.

11.4 Our turnover of £58.85m as a housing provider will have generated around £54.6m in social value to the economy of the West Midlands region. (Source NHF database).

11.5 The £19.05m we have invested in repairing and improving tenants' homes during the year and through our other services has not only provided employment to our workforce but has led to the creation of 11 apprenticeships and 12 maintenance training places and 12 business administration training places.

We continued with our commitment to provide a range of good quality placements and training opportunities within the local community. We have focused on building
links with schools and colleges in areas where we have a high stock density and we have made efforts to target our tenants to make them aware of these opportunities. As a result we accepted 20 school work experience placements during the year. Continuing our links with our contractors we secured a 12 month placement with our contractor, QA kitchens, for one of our tenants.

We have also attended local jobs and careers fairs to promote awareness of our extensive range of employment and training opportunities.

It will also have generated employment and training opportunities within the supply chain through contractors we work with and the people who make and supply us with the materials and equipment we use. Through the development programme and Section106 schemes in 2014/15, 83 apprenticeship places were created.

11.6 The £137,834 we have invested in adaptations for disabled people supplemented the £126,549 of additional income from other agencies. This has not only given people a better quality of life and the ability to stay in their homes longer, but through the prevention of falls, treatment of associated injuries and prevention of admission to hospitals or care accommodation, has prevented costs being incurred within the NHS and social care agencies.

11.7 In November 2013 we implemented new systems to allow us to calculate the wider social value of our services for older or disabled people, to both the Trust and other agencies. The graph below shows the savings that have been generated between April 2014 and March 2015 amount to over £79,000.

![Graph showing savings](image)

11.8 The service also contributes towards social inclusion and tackling social isolation through the provision of social activities and escorted trips regularly organised by the Retirement Living Coordinator.

### Social activities:

<table>
<thead>
<tr>
<th>Year-End</th>
<th>Events</th>
<th>WHT attendance</th>
<th>Tenant Non-Tenant attendance</th>
<th>Total attendance</th>
<th>Staff Involved</th>
<th>External agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>34 events</td>
<td>7,152</td>
<td>1,534</td>
<td>8,686</td>
<td>84</td>
<td>17</td>
</tr>
<tr>
<td>Ratios:</td>
<td>1: 210</td>
<td>1:45</td>
<td>1:255</td>
<td>1:2.5</td>
<td>1:0.5</td>
<td></td>
</tr>
</tbody>
</table>

15
There were 297 Mobile Response Officer call-outs over the course of the year. As well as the value attached to providing this responsive service to the tenant requiring assistance in Retirement Living, the contribution they make to savings within other agencies is estimated to be £79,917. The savings include circumventing the need for hospital admissions / Ambulance, Police and Fire responses, GP / OOH Duty social worker and mental health worker attendances.

Our partnership working with other agencies: the £60,000 a year contribution to the Community Patrol Service and the secondment of a Trust employee to the ASB hotline service is contributing to making people feel safer in their homes and to the reduction in ASB cases of 18% last year.

The Money Matters team generated over £860,716 in additional or unclaimed benefits for our tenants, improving the lives of tenants and releasing more income into the local economy.

In 2014/15 we invested £6,000 from the Community Fund on the Energy Extra energy advice scheme, which achieved the following outputs and outcomes:

<table>
<thead>
<tr>
<th>Number of Home Visits completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
</tr>
<tr>
<td>Annual totals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Visit Outcomes and Associated Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warm Homes Discount</td>
</tr>
<tr>
<td>Per home</td>
</tr>
<tr>
<td>Number of customers</td>
</tr>
<tr>
<td>Total monetary savings</td>
</tr>
</tbody>
</table>

Total savings were £32,487 for our customers during the last financial year.

Employees continue to raise funds for charities in 2014/15 as shown below:

<table>
<thead>
<tr>
<th>Charity Money 2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raised by employees</td>
</tr>
<tr>
<td>£16,606.88</td>
</tr>
</tbody>
</table>

The Trust also invested £17,245 in sponsorship of 40 teams, individuals and organisations – ranging from the Pride of Shropshire Awards, football clubs, rugby clubs, bowls clubs, cricket clubs, hockey clubs, to individual wheelchair racing athlete Ben Rowlings and golf prodigy Jack Dirkin. The sponsorship includes brand advertising opportunities at grounds and events and through the media.

Just over £28,000 was granted through the Trust’s Community Fund during the year to 26 community groups or projects.
11.16 During 2014-15 we provided the following employment training opportunities:-

- 4 Additional Apprentices
- 24 Trainees (Business Administration and Maintenance Support)
- 12 8 week work placements, either through job centre plus or direct applications
- 20 School work experience placements

15 of the trainees have secured employment either with the Trust or elsewhere. We continued with our commitment to provide a range of good quality placements and training opportunities within the local community. We have focused on building links with schools and colleges in areas where we have a high stock density and we have made efforts to target our Tenants to make them aware of these opportunities. We have also attended local jobs and careers fairs to promote awareness of our extensive range of employment and training opportunities.

12. Customer scrutiny and external verification

12.1 Customer Scrutiny

The Trust has a well-established co-regulation framework as follows:

- **Elected Tenants' Panel**, who scrutinise all operational policies and strategies before they are presented to the Trust Board. All operational policies are required to be 'Tenant Approved' before the Trust Board or their Committees will consider them.

- **Tenant Audit Group**, in place since 2002. Volunteers who carry out in-depth audits of services, reporting directly to the Service Committee of the Board.

  During 2014/15 the group carried out audits of the Trust’s website, mutual exchanges and the gas service.

  Trust Website: Auditors recommended that the current web site, while still fit for purpose, did not reflect the Trust’s industry leading brand. They recommended a full review to bring it up to current standards. This review is now underway.

  Mutual Exchanges: This was a pre-audit at the request of the service lead to assess service change proposals from a customer viewpoint. Their recommendations have been fed into the changes in the service and the new policy.

  Gas Service: Their main recommendation was that the gas maintenance service was developed into a rapid response, same day service, as is provided for other responsive repairs. This was implemented in August 2015.

- **Customer Assurance Panel**, created in 2011. Appointed volunteers who are independent of other tenant bodies, whose remit is to scrutinise Trust performance against the National and Local Standards, giving assurance to the Board that they are being complied with, or making recommendations for improvement.

  The group reported to Service Committee of the Trust Board on 20th July, giving the Board assurance that in 2014/15 the Trust is meeting and in most cases exceeding all the National and Local Standards, and that previous recommendations had been completed.

Within this last year our tenant volunteers have put in over 5,000 hours to help improve the services the Trust offers. This equates to over £37,000 if this had been paid employment
Based on minimum wage for over 21 year olds, demonstrating the dedication of these individuals, for which we are very grateful.

12.2 External Verification

During the year we were assessed by independent external bodies on the quality of our services and were successful in the following:-

- Development Team of the Year 2014.
- Large Social Landlord of the Year 2014.
- Residential Retrofit Project of the Year in the Heating and Renewables Awards 2014 for work by the in-house gas team at the Hedgerows estate.
- Customer Service Award Winner at the Housing Excellence Awards 2014 (in collaboration with our supply chain partner, Travis Perkins).
- Collaboration of the Year and joint Green Imitative winner at the Association of Gas Safety Management Awards.
- Gold Medal Award from the Royal Society for the Prevention of Accidents (RoSPA).
- Inclusion in Inside Housing’s Top 50 affordable housing developments of the year for The Woodside Centre.
- HANAA - Finance Team of the Year 2014.
- Shortlisted for the 2014/15 Housing Heroes Awards Communications Team of the Year and won in June 2015.
- Achieved the 2015 Top 60 awards in the Extra Care category with Maywood Shire Living scheme and the Joint Venture category with Northfield Village phase 1.

13. Future Objectives

13.1 2015/16 Objectives

The new 2015 -2020 strategic plan contains three key objectives:

Bigger: Better; Stronger

i. **Bigger** - To increase the number and quality of rented homes available for customers across Shropshire, Staffordshire, Herefordshire and Wolverhampton

ii. **Better** - To deliver improved services, defined as excellent by our customers

iii. **Stronger** - To maintain a strong business model, delivering in the present and prepared for the future

These objectives were agreed prior to the Government Budget announcement of a mandatory 1% reduction in rent charges for the next four years.

Some of the main actions for 2015/16 from the 2015-2020 Strategic Plan are as follows:

**Bigger:**
- Deliver the current grant-funded and other development programmes and explore alternative ways of delivering development without reliance on grant.
- Carry out demand research to determine the optimum mix of property types and tenures to ensure that future development matches to customer needs.
- Carry out further work on build cost options, e.g. standard property types and modular construction.
• Continue to deal with low-performing assets to ensure that they are either improved or disposed of to fund further new homes, to ensure that maximum value is derived from the stock.
• Identify future potential areas for working with other members of the group to expand the range of cost-effective services provided to customers across the Trust’s areas of operation.

Better:
• To continue to deliver against the investment strategy for our existing homes based on the stock condition survey, reducing costs still further where possible, whilst maintaining quality.
• To review the current service standards to ensure that they are fit for purpose and define excellence.
• To review all relevant services to produce a priority list for those to be reviewed for areas of improvement, meeting customer demands still further but also looking for areas of cost saving.
• To review the work of the tenant scrutiny bodies, beginning to build capacity to ensure that members are recruited and trained to maintain the effectiveness of these groups.

Stronger:
• To complete the current refinancing exercise to ensure that the Trust has sufficient funding in place to deliver its aspirations over the next four to five years and that the funding is secured at the best possible rates.
• To continue to refine income collection processes to safeguard the Trust’s income as further elements of the welfare reform agenda are rolled out.
• To continue to deliver against training and development plans to ensure that the Trust’s workforce is equipped with the relevant skills for the achievement of the Trust’s objectives.
• To continue the development of the CADRE IT system to reduce the costs from external software providers and ensure that the Trust has a system that is tailor-made for its needs.

In the light of the recent announcements on future rent levels the Trust is also revisiting its financial business plan and detailed budgets.

Examples of mitigating actions that will be taken to reduce the impact of those announcements are:

• Review all operating cost budgets to identify overall 1% savings in those costs each year for the next four years.
• Review the current asset management and planned maintenance programme to identify discretionary areas of expenditure that could be reduced or curtailed.
• Review current development plans to look at possible cost reductions on schemes and longer term potential savings through the use of standard house types, modular construction methods etc., as well as reviewing tenure types with the possible aim of including more low cost home ownership options in the programme.
• Complete the current review of supply chain arrangements with the main provider of repairs materials to ensure that the contract is still competitive and that expenditure on non-core items is kept to a minimum.
• Increase sales of properties under the asset renewal strategy to dispose of further under-performing assets whilst still developing the same number of units as previously planned, albeit at a ratio of 3 new homes for every 2 disposed of rather than the previous 2 for 1 ratio.