Value for Money Assessment

The Value for Money (VfM) strategy was approved by the Board in July 2021 and reflects both the value for money standard issued by the regulator in April 2018 and the organisation's corporate plan.

The standard states that a set of metrics should be used to measure the value for money achieved within the organisation and these are presented below.

			Group		Association		Budget FY22	Target FY21	Sector Metrics
			2021/22	2020/21	2021/22	2020/21	2022/23	2021/22	2020/21
Metric 1		Reinvestment %	**7.4%**	5.7%	**7.4%**	5.7%	8.8%	6.3%	5.68%
Metric 2	A	New supply delivered SH %	**1.1%**	1.2%	**1.1%**	1.2%	2.2%	1.1%	1.01%
	B	New supply delivered NSH %	**0.0%**	0.0%	**0.0%**	0.0%	0.0%	0.0%	0%
Metric 3		Gearing %	**28.1%**	25.2%	**28.1%**	25.4%	36.2%	34.3%	44.65%
Metric 4		EBITDA MRI Interest Cover %	**156.7%**	186.6%	**155.9%**	186.6%	166.6%	90.7%	147.2%
Metric 5		Social housing cost per unit £	**£ 4,023**	£ 3,709	**£ 4,023**	£ 3,700	£ 4,300	£ 4,140	£ 3,486
Metric 6	A	Operating margin SH %	**20.0%**	28.6%	**19.7%**	28.0%	26.0%	18.6%	28.94%
	B	Operating margin overall %	**21.8%**	28.7%	**21.6%**	28.7%	24.7%	26.1%	29.8%
Metric 7		ROCE %	**2.6%**	4.0%	**2.6%**	4.0%	3.1%	2.3%	3.9%

The group's metrics presented above compare favourably against the sector average in some areas, but less favourably in others.

The group's re-investment of 7.4% has increased from last year and the sector, however development had been delayed slightly due to the effects of the pandemic still being felt at the start of the year and issues with the supply of some materials. The latest sector metrics relate to 2020-21 and as such it is difficult to compare with this benchmark as it does not reflect the include delays that other Housing Associations may have experienced. Even with the initial delays, the development programme has performed well with significant investment into new properties and capital improvements. In 2021-22 we bid on 50 schemes and were successful in securing 5 schemes with a total of 62 homes.

We have a strong development pipeline through both the purchase of section 106 schemes and smaller land led developments, both within the Teignbridge District and further afield in neighbouring authority areas. Because of this we are seeing a forecast increase in re-investment from the 7.4% achieved this year to a budgeted 8.8% next year.

New supply delivered is a calculation based on units completed in 2021-22. We have achieved the 1.1% target of new supply through delivering 45 units. We are just above the sector average on this metric.

New supply is forecasted to increase by a further 83 units in 2022-23 including 50 affordable rent, 1 social rent and 32 shared ownership properties. We will continue to seek new opportunities to achieve our development aspirations and have capacity to deliver 403 homes over the next 5 years. This capacity has increased slightly from 400 homes in the previous business plan and continues to be made possible the through refinancing and increase in our loan facilities completed in April 2021.

Gearing has increased from 2020-21, this is due to the refinancing and increased loan facilities. At 28.1%, this is well below the sector average and gives us scope to increase this.

The EBITDA MRI interest cover (Earnings Before Interest, Tax, Depreciation and Amortisation, Major Repairs Included) has reduced as the operating surplus has decreased from 2020-21 by £1,920,000. This is due to increased operational expenditure across areas such as planned maintenance, regeneration, voids, independent living, and finance. The operating surplus did underachieve marginally against the budget. This is due largely to the costs incurred by the cessation event triggered by leaving the LGPS Pension Scheme. Interest Cover is forecast to recover next year and remain well within target as the cessation fees are a one-off event.

The social housing cost per unit has increased from £3,709 last year to £4,023 this year. This is due to an increase in the planned maintenance compliance spending, an improved void standard and major regeneration works continuing at Kingsway during 2021-22. Although an increase compared to the prior year, we had targeted a social housing cost per unit of £4,140. This £117 favourable variance highlights various underspends when compared against that budgeted for the year. These largely relate to previously mentioned underspends across planned maintenance compliance, regeneration, and internal fabric, in addition to various service costs, all of which have in part been impacted by the lockdowns during the year.

The operating margin has reduced from last year due to the pension cessation event of £1,178,000, however a reduction in operating surplus was anticipated with the drive to improve our service delivered to tenants. Increased expenditure on a significantly upgraded void standard and further regeneration are examples of this as well as increasing the frequency of compliance checks.

The return on capital employed has reduced, again, due to the reduced operating surplus compared to last year. This metric still exceeds target yet is below the sector average. It is forecasted to recover next year in the absence of the pension cessation event.

We continue to be committed to providing good levels of customer service in, what continues to be, a changing environment. Amplified by the impact of COVID-19 lockdowns, significant investment has again been made in 2021-22 into improving our digital services and this process is ongoing. This is in order to create a better, more effective service offered to tenants as well as to help reduce costs over the long term and generating efficiencies.

Value for Money underpins all business activities at Teign Housing, and it is driven by the Board. VFM is about reviewing what we do and how we do it in order to make informed choices about how resources are effectively channelled towards the delivery of services and corporate priorities. The aim is to make the best use of our customers' money whilst balancing the cost and time with quality as well as stakeholder benefit, reasonable customer expectations, organisational benefits, and business survival.

The Board's focus on VFM allows the company to continue to deliver great services and grow through developing new homes. The current business plan includes the delivery of 403 homes over the next 5 years.

The Board scrutinise financial and service delivery performance at each meeting, through the management accounts and balanced scorecard, and any areas of poor performance are supported by a detailed narrative identifying the issues and the steps being taken to deliver improvements.

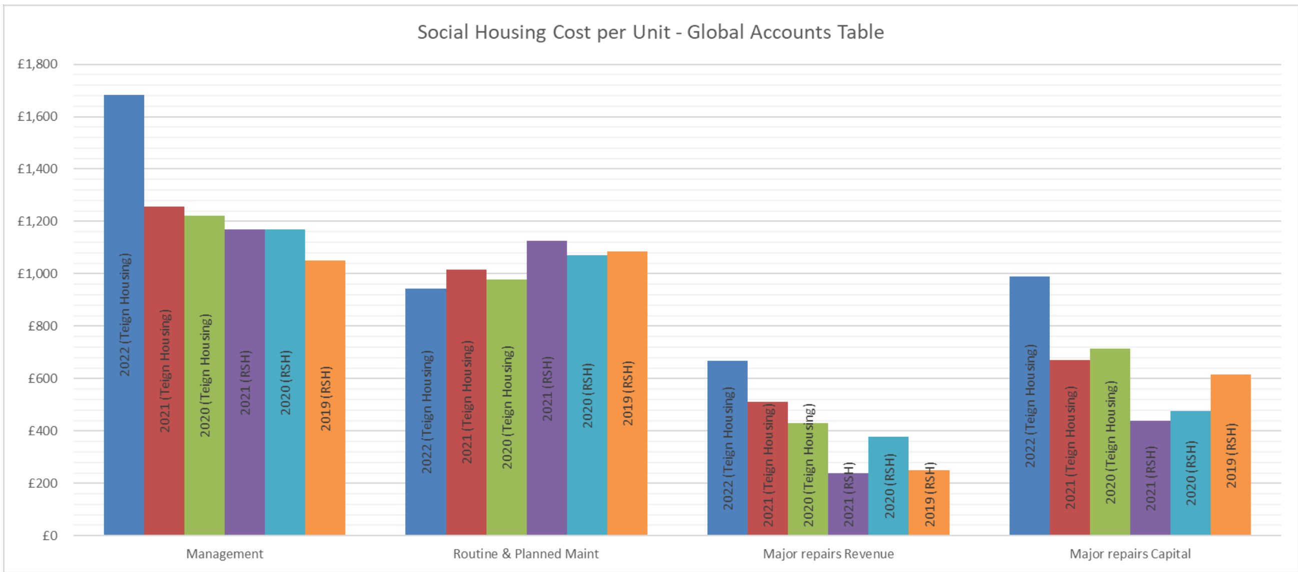
These include:

- Value for Money Metrics – details of value for money achievements
- The balanced scorecard including Housemark Benchmarking Results – comparative figures with our peers in the sector
- Quarterly treasury report – details of cash flow performance, loans, investments, and forecasts
- Quarterly financial framework report - details of financial performance
- Annual report – report sent annually to our tenants
- Quarterly development report – progress of development schemes, comparison to business plan, development cash flows

An evaluation of our costs in comparison to the global accounts is presented below and the figures for Teign Housing have been re-stated in line with the current global accounts format. The latest figures available as a sector comparative are the year ending March 2021.

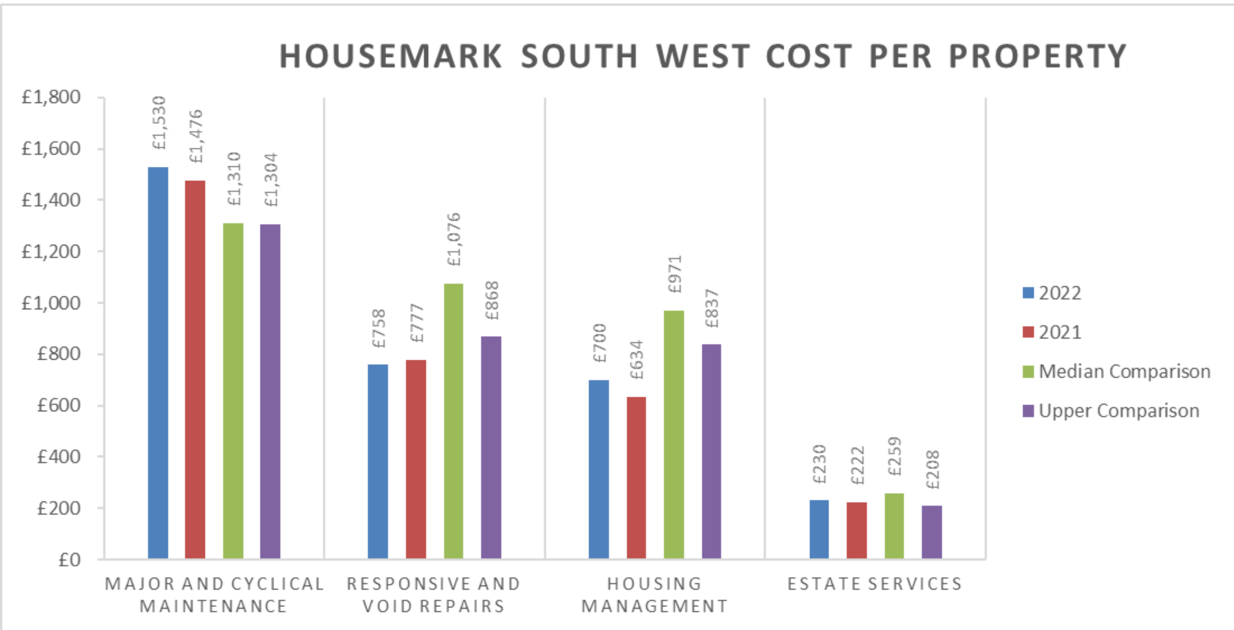
RSH Global Accounts Comparison

Area	Teign Housing			RSH Global accounts		
	2021-22 £	2020-21 £	2019-20 £	2021 £	2020 £	2019 £
Expenditure – per Social Housing Property						
Management	1,684	1,257	1,222	1,169	1,169	1,050
Routine & Planned Maintenance	942	1,017	978	1,125	1,072	1,086
Major repairs – Total	1,656	1,182	1,142	677	855	866
Major repairs – Revenue	666	512	429	240	378	251
Major repairs – Capital	990	670	713	438	477	615



South West Peer Group Housemark Comparison

Teign Housing Cost Per Property	Teign Housing	Teign Housing	Comparison Group	Comparison Group
			Median	Upper
	2021-22	2020-21	2019-20	2019-20
Department	£	£	£	£
Major and Cyclical Maintenance	1,530	1,476	1,310	1,304
Responsive and Void Repairs	758	777	1,076	868
Housing Management	700	634	971	837
Estate Services	230	222	259	208
No of Properties	3,743	3,714	3,235	1,187



As expected, these two comparisons against RSH global accounts and the Housemark South West Housing peer group show similar findings. The global accounts figures show costs per unit in 2021-22 were above that for 2020-21 by an average of 28% and the Housemark cost per property shows a 3.5% increase, with there being differences in how these are calculated.

Management cost per unit has seen a significant rise from last year and continues to be above the sector average. This is again due to the costs of the pension cessation event being included in the Global Accounts calculations.

Routine and Cyclical Maintenance have increased marginally from last year and are above the sector average but as the sector averages are relating to 2019-20 data this is to be expected as the pandemic situation has improved, and operations have begun to return to normal activity levels. Again, this finding is similar to the Housemark data. Teign's responsive and void costs have decreased slightly on last year and are well below that of the comparative. We continue to provide the improved void standard which was launched last year. The improved void standard included the provision of carpets in flats to help reduce noise levels, more electrical sockets being installed, painting the property throughout, tiling more areas in the kitchen and bathroom, and sometimes supplying white goods if the tenant is facing particular hardship. It was anticipated that by investing more initially and by providing a better quality property from the outset will help to preserve the standard of the property and reduce the repair and maintenance costs over the life of the tenancy and result in a lower turnover of tenants. It is very difficult to measure the success of this in the short term, but we are monitoring this and initial results appear favourable.

Major repairs, both capital and revenue remain above the RSH sector average. Both revenue and capital expenditure has increased over the last couple of years. Similar figures are shown in the Housemark data. The increased major revenue cost per unit is due to regeneration spend at the Kingsway blocks. Although this element of the spend is treated as a revenue cost, it relates to the project as a whole and therefore contributes to the longer-term improved stock quality. In addition to this is there has been increased expenditure on compliance, including asbestos and health and safety works. It is important to spend in these areas, in part to avoid longer term more expensive non-conformance related costs and to keep our residents safe.

This year has seen an increase to capital major repairs cost per unit. There is some fluctuation in capital expenditure year on year due to the planning of the maintenance programme in order to make the most efficient use of resources and as we return to normal activity levels without social restrictions expenditure was anticipated to increase.

We will ensure that we maintain tight budgetary control going forward to provide optimum value to our tenants. We have a strong commitment to invest in our housing stock for the future and we maintain a 5 year rolling stock condition survey to ensure that the investment in our stock is focused in the right areas and maintains the longevity and desirability of our homes; this has been reflected in the recent

Business Plan approved by the Board in May 2022. We continue to look for opportunities to invest in renewable energy solutions for both our new build and existing homes.

The carbon reduction strategy was approved by the Board in January 2022. This 3 year strategy will be predominantly about raising awareness, trials, and testing. In the first 2 years of the strategy our approach will be to test and trial existing and new technologies, the outcomes of which will provide us with a menu of agreed options that we can then begin to deploy across the stock from year 3. We will also explore how to use and access existing and future funding streams and working collaboratively with the ASW Procurement Consortium for long term support to develop our investment plans. This strategy commits us to progressively ensure all our homes have a positive impact on health and wellbeing and are affordable to run, with specific actions to continue to deliver investment in energy efficiency works. We will also try to ensure that new developments, where we have an influence, are designed to reduce climate impacts, and meet high standards of energy efficiency, by addressing energy consumption and generation. Our aims are to:

- Implement a 5 year plan of improvement works to bring all our homes to EPC Band C by 2030 to meet Government targets.
- Develop a menu of agreed options that sets out an action plan for investment in our homes and business that will help Teign Housing to be Carbon Neutral by 2050
- Reduce fuel poverty through energy advice enabling customers to save money and carbon
- Develop new highly energy efficient homes and retrofit our existing homes
- Provide opportunities for customer engagement
- Improved customer service and satisfaction through more energy efficient homes

Our aims are linked to the national legally-binding carbon reduction targets, alongside regional aspirations.

The Asset Management Strategy was reviewed and updated for a 12 month period and approved by the Board in April 2022. This provides us with further opportunity to consider in more detail the potential implications of Decent Homes 2 and to ensure that the investment implications of this can be reflected more fully. The strategy defines the Teign Standard which continues to be above the current Decent Homes Standard whilst we await the publication of Decent Homes 2 and allows us to proactively manage our planned maintenance programme to drive out maximum cost efficiency and value for money. When we dispose of properties that have been assessed as not suitable or unsustainable as affordable housing, the proceeds are used to support the development of new homes.

We continue to:

- Review our own land, housing stock and garage sites for development opportunities – where suitable these are now included within the future development programme.
- Review key assets for potential opportunities.

- Assess the requirements and resources needed for progress towards EPC Band C by 2035 and Net Zero Carbon by 2050.
- Use the asset management software tool to improve knowledge of our housing stock, including neighbourhood mapping and allows us to model the various options to determine the future of the asset.

Below is an extract from the scorecard which presents the company's performance against targets set internally and against targets taken from Housemark data in for the year ended 31 March 2022. Areas have been selected which we believe represents current VFM significance.

Area	2021-22	2020-21	2019-20	Housemark 2020-21 Benchmark	Target 2021-22
Customer satisfaction					
Repairs	97.6%	96.1%	96.4%	-	95.0%
Standard of property at re-let	94.0%	91.0%	-	-	95.0%
Satisfaction with complaints process	95.0%	50.0%	71.0%	84.0%	75.0%
Rent collection & arrears					
Rent collection	100.1%	100.9%	99.6%	100.7%	100.0%
Rent arrears (% of annual debit)	2.3%	2.5%	2.9%	2.3%	3.2%
Void loss & turnaround					
Void losses	0.50%	0.38%	0.33%	0.55%	0.50%
Void turnaround time	22.6	25.5 days	20.5 days	24.08	25
Digital agenda					
Total number of tenant portal registrations	603	487	295	-	667
Inbound communication by Webchat	1.6%	7.7%	1.5%	-	-

Customer satisfaction with repairs has increased from last year by 1.5% and we continue to exceed our target for the year and against the Housemark average. This is the second year of collecting more data around satisfaction of the property at the point of re-let but we have seen an increase of 3% and are now just below our 95% satisfaction target. Satisfaction of the complaints process has increased to 95%. The number of complaints and respondents to this metric increased greatly over the past year, we believe this is predominantly due to the increased awareness by tenants of the new consumer standards. In order to provide greater satisfaction to tenants moving forward, a number of new steps have been taken. Continued investment has been put into the void standard in 2021-22, we therefore would expect for this to improve over time. We now have a resolutions manager to help manage the complaints process. With greater dedication in this area, and awareness across the organisation of everyone's role in providing a better service to our tenants, it is hoped that further investigation and analysis of complaints can lead to improving systems in place, ways of doing things and dealing with the root causes.

Rent collection decreased marginally however arrears reduced from the prior year. The current economic uncertainty and cost of living increases are beginning to be seen, it is expected that as these continue the rent collection rate will fall due to individuals struggling to pay bills. Although the government has introduced a number of policies to mitigate this, Teign has also provided a hardship fund in 2022-23 for those facing extreme financial difficulties. We will continue to monitor this area closely and look to ways that we can best support our tenants during this difficult time.

Void losses have increased marginally, however the void turnaround time has decreased. This has not yet returned to pre-pandemic levels, but we are below the sector benchmark for void losses.

Across the organisation we have a strong focus on VfM, and many departments have specific VfM targets. An updated VfM strategy was presented to the Board for approval in July 2021. In 2021-22 our VfM focus was on:

Digital

The opportunity to further enhance the digital offering to customers and staff continues to be a vital part our approach to Value for Money into the future. Our Corporate plan has a digital focus and the Digital Strategy approved by the Board in March 2021 sets out our plans and ambitions for the following 3 years.

The periods of lock down, which forced people to work at home where possible has prompted us evaluate the way that we work. In consultation with the employees, we are introduced an agile working policy which allows continued working from home as well as in our offices, to suit both the needs of the business and the individual employees. For this to be possible we have implemented new software including MS Teams and Office 365. We migrated our files and folders to SharePoint utilising more of our capabilities within our Microsoft 365 licencing fees. We extended the use of web chat to our Income Team enabling time savings for the Business Support Team and another option for our customers to communicate with us.

During the year we decommissioned our Intranet and replaced it with our SharePoint intranet site resulting in £5,000 saving on annual support and maintenance fees and providing an easier way of sharing information between employees.

We implemented digital document signing software called Signable to save our staff and customers time obtaining physical signatures and reducing the risk of error or fraud.

We integrated our Microsoft Teams with Templer HomeBuild to enable employees in both organisations to seamlessly communicate, enabling time savings across the group and migrated our email security to Office 365 from our on-premises solution resulting in £6,000 annual support & maintenance fees.

We decommissioned our email archiving system and moved this function into Office 365 which resulted in a £1,500 saving and by moving our mobile device management software to Microsoft Intune we save a further £7,000 in annual support & maintenance costs.

During the year there has been a focus on further developing the Civica Cx housing management system. We are heavily involved in the user group which drives forward product enhancements and are a flagship site for the software. This has allowed us to negotiate additional support and training days, free of charge in exchange for sharing our experiences with potential customers. We continue to see benefits such as improved accuracy of our data, communications and record keeping.

There continues to be a drive to enhance use of the CX tenant portal. Registrations has increased by 24% from last year.

Development

In March 2022 we signed up to a new consortium 'Affordable Homes South West' led by LiveWest. The consortium has signed up to grant agreement with Homes England and this will enable us to apply for development grant funding. Being part of the consortium demonstrates value for money as we pay a modest fee and the team at LiveWest administer our grant applications and liaise with Homes England on our behalf.

Improvement of skills and behaviours of staff

Teign Housing Academy is now in place with a new evaluation process. We have improved and increased our coaching offer and have 15 qualified coaches in place. We have agreed to move away from 3 yearly staff survey to 6-month internal staff surveys.

Welfare Reform

We continue to work with our customers to support them with issues surrounding Universal Credit. We have 3 Head Start Advisors who support our customers with issues such as Universal Credit claims and any grants that they may be entitled to. With a clear focus on tenancy sustainment, they consider affordability assessments and checks prior to sign up and then continue to monitor the tenant's payment behaviours during the first 12 months of their tenancy, offering additional support as and when required. This year we opened 112 support cases and have helped over 400 tenants and since the service started, we have supported our tenants in achieving over £71k this year of financial gains from charitable payments, discretionary housing benefit and employment support allowance.

Asset Management

Our continued use of Active Asset Management Sustainability software allows us to identify and to dispose of inappropriate and high value assets. During the year we identified an old cottage which was not proving efficient in terms of the rent received against the cost of maintaining it. This was placed on the market and was sold in March 2022.

Procurement

We continue to be a member of the Advantage South West Procurement Consortium. This organisation exists to improve lives and homes through innovation and collaboration and improves value for money for its members. In 2021-22 the savings delivered through the membership of this consortium total £186,660 which is an increase of 23.7% on last year's savings bringing the total savings since we joined in 2010 to £1,833,539 with a further £679,889 in RPI avoidance.

Templer HomeBuild

The wholly owned subsidiary, Templer HomeBuild continues to provide us with greater control over service delivery and cost efficiencies. There is a strong emphasis on 'right first time' generating progressive efficiencies and cost savings. The VAT savings to be realised from Templer HomeBuild in 2021-22 were £399,800. The 2022-23 budget includes a further VAT saving of £413,017.

Voids

In 2021-22 we continue to see a rise in the number properties that are being returned to us in a poor state of repair or that need extensive clearance work. We recognise that some earlier intervention and some support for the tenants living in these properties may help to prevent these issues. We analyse the voids properties and their tenants on monthly basis to identify any trends or patterns in order to mitigate these issues.

We expected to see a significant increase in the costs of repairing our void properties due to the enhanced void standard that we are offering and whilst the number of voids was as expected we have seen a decline in the standard in which they have been returned. The new void standard which has been in place for 2 years resulted in an increase to the void cost per unit and a recent review of the standard found that where we have invested in providing properties to a better standard for customers and the trend information that indicated that voids costs are falling when properties become due for re-letting again showing that the investment will deliver better VfM over time.

Customers

The Business Support Team engaged in Call Quality and Monitoring Coaching to improve the way we interact with our customers.

Our Business Support Advisors are scored on set criteria centered around tone of voice and active listening. This process has increased baseline scores by an average of 20% per call handler thereby significantly improving our customers experience and, hopefully, improving their expectations of our service.

For a subscription costing £800 per year, we have introduced a noise application. This reduces the time spent by employees collating and gathering evidence of noise nuisance by at least 66%. The cloud-based system also builds a chronology of reports and evidence submitted by the complainant meaning a further reduction in administration. We no longer sending paper copies of diary sheets improving our environmental footprint as well as cutting costs of postage, paper, and printing.

Homemaker South West support people with debt problems across the region. We have been working alongside them since 2019 at a cost of £17,000 since that time. They have supported our tenants to maximise their income with total gains of around £200,000. Some of this income supports tenants to ensure they are paying their rent which in-turn benefits the company. We see this as an efficient service, directly benefiting our tenants.

We have worked tenaciously, in partnership with THB, to achieve 100% compliance on gas and electrical safety testing this year, employing various different strategies, resulting in us not incurring legal costs.

During the year we have focused on visiting all residents in their homes bi-annually to ascertain if there are any property condition concerns. Referring residents to Templer HomeBuild for a property MOT during visits creates savings by grouping repairs together and identifying them early to avoid the issues escalating into higher cost repairs.

The introduction of agile working has allowed us to deliver a more efficient service whilst reducing our carbon footprint and cutting down travel time. This is demonstrated by the introduction of virtual property viewings, telephone sign ups and more communication with residents via other mediums such as WhatsApp.

Employees have also been using the drop-down zones, which are offices in the local areas to locate themselves on site in the community which they serve which saves time and money and makes them more accessible to our tenants.

We have moved the Remainer of our in house processed direct debits to a third party to process. This has reduced the processing time in house for the direct debits but more importantly offered a better service to customers with TeignCare alarms by offering over the phone setup, reduced mandate implementation time and also a greater variety of payment plans as we can amend schedules more easily.

Payment by direct debit take up is the highest it has ever been, and we will continue to have this as an objective for this coming year.as this is the cheapest way to collect rent.

Rents team have completed more DHP applications on behalf of tenants, which whilst initially it takes more time this does prove VFM when the applications are awarded as the debt is cleared quicker than us chasing a tenant for payment and the cost of the tenant making payments to us

A review of the lettings process in CX was due last year as per the road map however that has been postponed – the current system in CX doesn’t provide VFM and this will be reviewed this year.

Independence and Wellbeing

The Independent Living service was overhauled with the new Independence and Wellbeing service and Teign were able to give an enhanced offer with no extra costs to our residents.

The new service is aimed at keeping people living independently longer as well as improving their quality of life – resulting, in time, in fewer hospital admissions/stays, less likelihood of them going into residential/nursing care etc. The residents get a regular visit to check on their welfare.

The team have achieved a great deal in their first 6 months, the new service has enabled the organisation of events in the community. The Winters Warmer campaign provided information as to how to reduce fuel consumption and understand benefit entitlements and avoiding fuel poverty.

The company provided a hot meal to residents every 2 weeks and took place in three of our community rooms. This will be continuing and has been renamed Spring Kitchen and will be also expanding into other community rooms in the area. The company as successful in being awarded funding from Western Power of £400 which was used to partially fund the scheme. There have also been craft sessions provided for tenants and look to further advance these in other community rooms. These all encourage the community to get together, aiming to build relationships and combat loneliness and improve wellbeing and have been very well received. The feedback has been positive about the new service, as to how this has made a difference to them, to have someone knock at their door on a regular basis is appreciated.

We have begun to capture the needs of our most vulnerable customers by setting goal plans and during the year 15% of customers living in our sheltered accommodation have received a plan since the new service began in September 2021.

ALRT (Assisted Lifting Response Team)

The company has begun to work in partnership with Torbay and South Devon NHS and Appello to offer this service. Customers who benefit from this service will get the Torbay ALRT team to attend to assist a non-injured faller with lifting. The team has specialist lifting equipment and training, meaning they can get customers up quickly and help advise on preventing further accidents.

It also means a shorter wait time than if they were waiting for an ambulance, as paramedics have to prioritise emergency cases over someone who is unable to get up, but unhurt.

This service has benefited 64 customers this year which has prevented them not waiting for the ambulance and then being admitted into hospital unnecessarily thus helping to reduce the time that emergency services attend to much higher priority cases.

Tenant Involvement

We continue to actively engage with our tenants and the wider community. We have a Resident Involvement Manager who co-ordinates this and helps us to gauge what it is that tenants' value and what they expect from us. We have a Tenants' Forum which during the year have meet via Zoom every 6 weeks and in 2022-23 will have the option of joining meetings by zoom or in person. We continue to consult on changes to services and processes as well as tenant related policies, procedures, and strategies. We also have a Scrutiny Panel who undertake regular reviews of our services, from a tenant point of view and provide critical feedback and recommendations for service improvement. Thirdly, a tenant Service Board supports Teign Housing's strong ethos towards co-regulation and at their quarterly meetings they focus on areas in relation to the Regulator of Social Housing's Consumer Standards. These all help to keep Teign Housing connected with its tenants.

Refinancing

The project which began in 2019-20 was completed in June 2021. We incurred significant break costs of £4.219m, however both the new revolving credit facility (RCF) and the long term debt are at significantly lower interest rates and carry lower administration costs, meaning that we have borrowed an additional £18m with very little change in the costs. The covenants that are attached to these loans are also more favourable than the previous debt, as they do not require major repairs to be included in any interest cover calculations, which gives us greater financial capacity. The RCF was extended for another year in March 2022 at minimal cost. with the option to extend for one more year, until 2028 in March 2023.

Improve cash flow by increasing the collection of non-rent debt

We have made some modest investments in our credit control function in order to improve the performance and the collection rates, as well as providing a better quality service to our customers. During the year we reduced the non-rent debt by over 10%

Provide quality repairs

During the year there was 97.6% satisfaction with repairs carried out.

Provide quality repairs and minimise return visits

During the year there 99.3% of all repairs were resolved on the first visit

Work efficiently and respectfully in customers' homes

During the year there 100% of all planned work was completed on time

In 2022-23 as well as the projects above which will continue, our focus will also be on:

Reduce our carbon emissions, improve the environment, and reduce the costs of living in our homes

During the year we have collected feedback from residents and monitored communal areas where energy improvements have been made. We have set targets for properties to be improved to an EPC C rating or above over the next 7 years and have now budget for this and it is included in the current business plan.

Improve skills and behaviours of staff

Through learning and development, we will continue to facilitate a culture of respect and exceptional customer service.

Further Improve our complaints process

The aim of the investment in a dedicated Resolutions Officer is for the organisation to be able to deliver a better service to our customers. We will further enhance our approach to complaints and co-develop processes with our customers. A new Complaints Policy has been implemented which directly mirrors the Ombudsman's recommendations. Full results are published quarterly to the Board and Tenants' Forum.

Ensure our property assets remain sustainable

We will start investment work on our less efficient properties with the aim that every home will reach a minimum of EPC band C by 2030. We will identify suitable void properties to invest in, to act as a pilot and monitor these to determine if they are less costly to maintain and reduce fuel bills for customers.

Develop more affordable homes

We aim to increase the scale of the development programme, whilst ensuring that homes remain affordable for people living in our local communities. This may be through the purchase of section 106 developments or through smaller land led schemes. We have a target of delivering 85 new homes in 2022-23. We continue to review our land and properties for redevelopment opportunities. Ultimately this will lead to an increase in rental income, which in turn can be re-invested in our existing stock or to build more new homes.

Reduce our carbon emissions and improve the environment and reduce the costs of living in our homes

We will strive to deliver the actions which have been set out in the Carbon Reduction strategy and we will create an action plan which will be frequently reviewed, given that the Government's carbon reduction agenda is constantly changing. We will set a target for reduction in carbon emissions and cost savings based on benchmark data collected in 2021-22.and re-run carbon footprint assessment to evaluate impact of measures on assets and costs. 83 properties currently at EPC band E to be brought up to band C in 2022-23.

Improve cash flow by increasing the collection of non-rent debt

We have recently developed a new process for rechargeable repairs, and we will be more proactive rather than reactive through the debt chasing process and we aim to increase the collection of not rent debt by a further 5%.

Remain Financially Strong

In 2022-23 our operating margin is budgeted to be 24.7%

Identify opportunities to improve health and wellbeing

During 2022-23 we aim to complete a goal plan for a further 40% of our sheltered customers, bring the total to 55%.

Improving the service to our customers

The repairs call handling service is currently managed by a third party and the service levels have not been acceptable over the past 12 months, so during 2022-23 this will be brought in house. This will give us more control over the service levels provided and will be delivered by staff who have a knowledge of our homes, customers and communities.

Engaging with our community

The neighbourhood team over the next year we will continue to focus on engaging with our communities over the digital platforms that we have available to us. We are also intending to train all of our frontline staff in mediation and develop a specialist inhouse mediator to save the cost of outsourcing this service.

Increase financial Capacity

The is the option to extend the RCF for one more year in March 2023 until 2028 and this will be considered and actioned if deemed VfM at the time.

Improve our complaints process

There is some additional work required to fully roll-out "Lessons Learned" and in 2022-23 we aim to achieve 85% resident satisfaction with the complaints process.

Ensure our residents are happy with their repairs

Next year we aim to exceed 96% satisfaction with repairs carried out.

Provide quality repairs and minimise return visits

Next year we aim to exceed 90% of repairs requiring only one visit.

Work efficiently and respectfully in customers' homes

Next year we plan to complete at least 96% of all planned works on time.

Health and Safety

A full audit of the company's health and safety practices, processes and procedures will be carried out during 2022-23. This will help us to identify anything that can be improved or made more efficient.

Digital

In 2022-23 we plan to introduce Civica Involve changing the way the company conducts surveys and consultations, consolidating them all in to one piece of software. This will mean all data is in one place and the results can easily be accessed by a wider number of employees and enable us to conduct more customer satisfaction surveys on a monthly basis by undertaking them online for those who have internet access. This will help to support the work that we are doing on the new Tenant satisfaction measures

The Consumer and the Social Housing White Paper

During 2022-23 two of the Heads of Service will be conducting training for the whole company on these subjects. If we were to use a consultant to do this the costs would be in excess of £6,000 and would not be as individual to Teign or as personal as our own staff members delivering the training. This is important information given the heightened importance now placed on the customer and the new standards which are being put in place.

All of this continues to allow us to have a strong business plan that can manage the impact of costs increases which have resulted from the strategic decisions made to improve the quality of our homes and services and to keep our customers safe. We also continue to deliver new homes and improve the overall capacity of the plan whilst still delivering the aims and aspirations of the company.

Assurance and Internal Control

The Board of Teign Housing has overall responsibility for establishing and maintaining an effective system of internal control. The systems of internal control are the measures designed to ensure that Teign Housing is successfully working toward its objectives, and that the risks which threaten the achievement of the company's objectives are identified and properly managed. Such a system can provide reasonable but not absolute assurance and cannot eliminate risk.

The Board reviews the system of internal controls, assesses its effectiveness, and takes any steps it considers necessary to maintain or improve their effectiveness.

Teign Housing's system of internal controls includes the measures set out below

Policy and strategy – there are a range of policies and strategies in place that determine and guide the activities and arrangements of the company.

Prevention and detection of fraud

The system of internal control includes measures designed to prevent or detect fraud.

The Board has established a policy on the prevention, detection and investigation of fraud which includes a whistle blowing procedure and an anti-money laundering policy. The company uses different measures to prevent and detect fraud which include but are not limited to:

- A Risk Management Framework
- Policies on staff conduct
- Declarations of interest
- Key reconciliations
- Authorisation controls
- Access controls
- Exception reports
- Financial Regulations

Board's assessment of assurance and internal control

The Board has conducted a review and made enquiries of the Executive and Senior Management Team to inform its view on the effectiveness of Teign Housing's internal controls. A full report on Internal Controls Assurance was provided to the Audit Committee on 30 June 2022. The results of the Board's review are the basis of this statement.

Teign Housing has assessed its compliance with the Regulator of Social Housing's Governance and Financial Viability Standard and considers itself to be compliant.

The Board confirms that an effective system of internal control has been in place throughout the year ending 31 March 2022 and up to the date of signing this report.

The Strategic Report, incorporating the Value for Money Statement, was approved by the Board of Directors on 30 June 2022 and signed on its behalf by:

Andrew Jones
Chair of the Board