



# A review of Sandbourne's business for the year to September 2024 – an annual update

## Introduction

Welcome to Sandbourne's Review of the year for 2024, which covers the period from October 2023 to September 2024. It also includes a summary of the Financial Statements for the year to 31<sup>st</sup> March 2024, a full version of which can be found on our website at [www.sandbournehousingassociation.org.uk](http://www.sandbournehousingassociation.org.uk) or by contacting us in the office.

The review last year contained the results of our Resident's Survey, which we have not repeated this year, but which we will be sending out again in 2025. However, we are required by the Regulator of Social Housing to collect a range of management data every year and have included the outcomes of that in this report with some explanations of our performance where required.

The remaining sections of the review contain information which we hope you will find interesting and will help you to understand a bit more about the work that we carry out throughout the year on your behalf. It has been another busy year, and this is just a snapshot of what goes on at Sandbourne. If you have any questions about anything in this report or would like to see more information included in future reports, then please contact us in the office. Your input is important to us.

*Fiona Ferenczy*  
*Chief Executive*

## TSM Management Information 1 October 2023 – 30 September 2024

The Regulator of Social Housing (RSH) requires small providers (those with less than 1000 homes) to undertake the full Tenancy Satisfaction Measures (TSM) survey every two years. As we undertook this when it was first introduced in 2023, it will not be repeated until next year.

However, there are two parts to the TSMs, a perception element designed to assess resident satisfaction with the landlord and a Management Information element, the latter providing data about how the landlord is performing in delivering their management and maintenance responsibilities across a range of functions.

All providers, regardless of their size are required to collate and publish their Management Information annually. The following Management Information related to the period 1<sup>st</sup> October 2023 – 30<sup>th</sup> September 2024, which will also be published on our website.

There are two elements of the information that we think benefit from additional comment.

## **Complaints (CH02)**

In relation to stage 1 complaints completed outside the timescales required by the Housing Ombudsman's Complaints Handling Code, in three cases a visit was required to inspect and/or collect further information from the tenant. In another the tenant promised to provide additional supporting information and delayed doing so and in the other the response was delayed (with the agreement of the tenant) pending the completion of the repairs that were the subject of her complaint.

At stage 2, the tenant who delayed providing additional information in support of their complaint at stage 1 also did so at stage 2, delaying our investigation and response. The other late response was due to us having to wait for quotations for the potential works.

## **Completion of repairs within timescales (RP02)**

The RSH expects organisations to complete repairs within timescales that they have set, most commonly within 24 hours, within 7 days, and within 28 days. We have chosen to classify repairs as either emergency, which we aim to complete within 24 hours, and non-emergency that we expect to undertake within 28 days, via appointments made between our contractor and the tenant. We featured an article in Sandbourne News earlier this year asking tenants to let us know if they thought we should change the way that we work and received no responses.

Historically our focus in terms of monitoring repairs performance has been on the average time it takes to complete a repair. This is reported to the Board regularly as part of our suite of general KPIs. The average time between 1<sup>st</sup> October 2023 – 30<sup>th</sup> September 2024 was 8.49 days against a target of 14 days.

Whilst the performance in completing both emergency and non-emergency repairs is reported as being below 90%, based on feedback received from residents in relation to their satisfaction with our repair surveys, we believe that we have understated our actual performance by some margin, due to delays in updating SASSHA.

We have recently introduced a revised monitoring regime to ensure that going forward repair completion dates are captured and recorded more quickly, with a view to ensure that the data for next year is more accurate.

Note: A number of the calculations in the following section apply a multiplier of 1000. This is required by the RSH to assume that we have 1000 homes, to aid comparison with other organisations of that or a similar size.

### **CH01 -Complaints relative to the size of the landlord to year 30 September 2024**

#### **Stage 1 Complaints**

Number of stage 1 complaints made by tenants in the relevant stock type during the reporting year (LCRA+LCHO combined) 16

Divided by  
Number of dwelling units owned of the relevant stock type at the end of the year 426

x 1000

**37.56**

**Stage 2  
Complaints**

Number of stage 2 complaints made by tenants in the relevant stock type during the reporting year (LCRA+LCHO combined) 7

Divided by  
Number of dwelling units owned of the relevant stock type at the end of the year 426

x 1000

**16.43**

**CH02 - Complaints responded to within Complaints Handling Code timescales to 30 September 2024**

**Stage one complaints response time**

Number of stage 1 complaints made by tenants for the reporting year for the relevant stock type (LCRA+LCHO combined) that were responded to within the Housing Ombudsman's Complaint Handling timescale 11

Divided by  
Number of stage 1 complaints made by tenants in the relevant stock type during the reporting year 16

X 100

**69%**

**Stage two complaints response time**

Number of stage 2 complaints made by tenants for the reporting year for the relevant stock type (LCRA+LCHO combined) that were responded to within the Housing Ombudsman's Complaint Handling timescale 5

Divided by  
Number of stage 2 complaints made by tenants in the relevant stock type during the reporting year 7

x 100

**71%**

**NM01 - Anti-social behaviour cases relative to the size of the landlord to 30 September 2024**

Total number of anti-social behaviour cases opened by or on behalf of the provider during the year (including any ASB cases that involve hate incidents) 25

Divided by

Number of dwelling units owned of the relevant social housing stock at year end (to 30 September 2023) 426

**X 1000**

**59**

Number of anti-social behaviour cases (as reported above) that involve hate incidents opened by or on behalf of the provider during the reporting year. 0

Divided by

Number of dwelling units owned of the relevant housing stock at year end (to 30 September 2023) 426

**X 1000**

**0**

**RP02 - Homes that do not meet the Decent Homes Standard to year to 30 September 2024**

Number of dwellings owned to which the Decent Homes Standard applies which failed the Decent Homes Standard at year end. 0

Divided by

Number of units owned to which the Decent Homes Standard applies at year end. 429

**X 100**

**0%**

**RP02 - Proportion of non-emergency and emergency responsive repairs completed within the landlord's target timescales**

**Non- emergency repairs**

Number of non-emergency responsive repairs completed within the providers target timescale during the reporting year (to 30 September 2024) 1882

Divided by

Number of non-emergency responsive repairs completed during the year to 30 September 2024 2266

**x 100**

**83%**

**Emergency Repairs**

Number of emergency responsive repairs completed within the providers target timescale during the reporting year (to 30 September 2024) 378

Divided by

Number of emergency responsive repairs completed during the year to 30 September 2024 429

x 100

88%

**BS01 - Proportion of homes for which all required gas safety checks have been carried out**

Number of dwelling units owned for which all required gas safety checks were carried out and recorded at the end of the year 100

Divided by

Number of dwelling units for which gas safety checks were required to have been carried out as at year end 100

X 100

100%

**BS02 - Fire Risk Assessments - to 30 September 2024**

Proportion of homes which all required fire risk assessments have been carried out.

Number of dwelling units owned within properties that require an FRA for which all required FRA's were carried out and recorded as at year end 378

Number of dwelling units owned within properties for which an FRA was required to have been carried out as at year end. 378

X 100

100%

**BS03 Asbestos inspections to 30 September 2024**

Number of dwelling units owned within properties that required an asbestos management survey or inspection 67

Number of dwelling units owned within properties where an asbestos management survey or reinspection was completed. 67

X 100

100%

**BS04- Legionella Risk Assessments as at 30 September 2024**

Proportion of homes which all required legionella risk assessments have been carried out.

Number of dwelling units owned within properties that require an LRA for which all required LRA's were carried out and recorded as at year end 210

Number of dwelling units owned within properties for which an LRA was required to have been carried out as at year end. 210

**100%**

**BS05 - Passenger Lift Safety Inspections as at 30 September 2024**

Proportion of homes for which all required communal passenger lift safety checks have been carried out

Number of dwelling units owned within properties with communal passenger lifts for which all Lifting Operations and Lifting Equipment Regulations (LOLER) inspection reports were carried out and recorded at the year end. 221

Number of dwelling units owned within properties with communal passenger lifts at year end 221

**x 100**

**100%**

## Key Events and Activities of the year to 30 September 2024

Here is a brief summary of the key events of the last year.

- Completing the review of the provision of Tunstall services at the Belle Vue 60+ site and starting a similar review at Stourwood Avenue. This project will enable tenants to choose whether or not they have the service in their flat, rather than having it provided automatically.
- Carrying out a survey of all residents as part of our Regulator's Tenant Satisfaction Measures requirements. This was started in September 2023, with results available from November 2023. Sandbourne had a good response from tenants and some very positive results.
- First Open Day for residents in November 2023. This was an opportunity to share with residents the results of the Tenant Satisfaction Measures survey and particularly to discuss Sandbourne's management of complaints. A second Open Day has been scheduled for November 2024 looking at the repairs service.
- Letting 51 properties in the last year. That is the highest number for a long time and equates to 12% of the rented housing stock.

- Purchase of a 25% share in a shared ownership flat which was then converted to a market rented unit. Also, the purchase of a two-bed property which is now let on a social rent. The latter purchase was funded by the sale of a two-bed flat in Poole, at a market rate, to the tenant who was living in it.
- Conversion of a garage unit in Ringwood to a small office, which can be used by staff members when they need to spend time in Ringwood. It can also be used for meetings with tenants and applicants if needed.
- Moving all of Sandbourne's IT needs into the cloud. This means that we can now work more flexibly from any location. In 2025 we are planning to upgrade our housing management and finance programmes to cloud-based models which will further enhance our working systems.
- The lease of our office at Beech House ended in September 2024, so we have now moved into two smaller offices – one in Poole and one in Bournemouth. Staff can work from either office or from the very small ones in Southbourne and Ringwood.

## Personnel Changes - 2024

Once again there were a number of changes in Sandbourne's team in the year.

### Staff Members

- Sarah Maxwell, Office Manager, left Sandbourne in May 2024 after being with us for just under two years.
- Vanessa Payne, Finance Officer, retired at the end of July after being with Sandbourne for five years.
- It was decided to combine parts of these two posts and create a new post of Finance and Admin Officer. Katy Ferenczy-Dakin was appointed to this role in July 2024. She is related to the Chief Executive, so all the shortlisting and interviewing for the post was carried out by Board members and Katy reports to the Head of Housing.
- Once Katy had been appointed, a new post of Admin Assistant was created to cover those tasks not included in the role of the Finance and Admin Officer. Susan Poulton has been appointed to this role and she started in October 2024.

## Progress against the Aims and Objectives of Sandbourne's Business Plan

Sandbourne's Business Plan was reviewed in 2024 taking the period covered up to March 2028. Seven main objectives were identified for that period and the Plan was approved by the Board in September 2024. This is a brief summary of those objectives and progress against them up to September 2024.

- **Internal growth** – increasing the number of properties to rent.

There were no plans for development included in the Business Plan, as Sandbourne is looking to consolidate funds at the moment. However, we are still considered

converting part of the communal kitchen at one of our developments into a two-bed flat.

Government regulations set out that all properties let by social landlords must achieve an Energy Performance Certificate of at least level C by 2030. We now have an EPC for all of our properties and have identified those which need some improvement. We are currently working out what will be needed and how much that will cost. We can then agree a plan to carry out the required works to ensure that all our properties remain lettable and available to those in housing need.

- **External growth** – expanding Sandbourne’s links with other small local housing associations.

Sandbourne continues to look at ways of partnering with other small local housing providers to share our skills and work collaboratively.

- **Asset management** – looking to make the best use of all the assets owned and managed by Sandbourne.

All of Sandbourne’s properties now have an EPC and we are starting to plan the works that may need to be carried out to ensure that the properties all reach at least an EPC level C. These works will be costed and some of them included in the planned works for 2025/26.

We are also in the process of arranging a stock condition review of all our rented stock units. This will give us a good overview of the condition of all our stock and help us to plan the replacement of components (kitchens, bathrooms, heating etc.) over the next 30 years.

In the last year we have replaced or upgraded 26 kitchens, 16 bathrooms, heating at 19 properties and windows or doors at 9 properties. The heating upgrades are usually more energy efficient than those they replaced.

- **Services to residents** – working with residents to improve the services we provide.

We continue to monitor our performance against the Service Standards that were agreed by residents in 2022. The results are shared with residents on a regular basis.

We held an Open Day for all residents in November 2023. At this meeting we shared with residents the results of the Tenant Satisfaction Measures. One of the areas where Sandbourne performed less well was in complaints management. We took the opportunity at the Open Day to discuss complaints with those attending and then shared the results with all residents in the quarterly Newsletter.

We have another Open Day planned in November 2024 when we will be focusing on our repairs service.

In last year’s report we mentioned the review of the provision of Tunstall at our Belle Vue site. That review is now complete and we have turned our attention to the Stourwood Avenue site. This will give all of our Bournemouth 60+ residents the choice of whether or not they need the service, rather than it being provided automatically. This review should be completed early in 2025.

- **Promotion of social benefit** – looking at ways of promoting the overall wellbeing of residents through their occupation of Sandbourne’s homes.



This is a difficult concept to grasp but it has been shown that the provision of a stable, good quality home is a major promoter of wellbeing and security. Most of Sandbourne's homes are provided on assured tenancies which means that you can stay in your home as long as you wish, as long as you do not breach the terms of your tenancy. We also look at ways of helping you to transfer to more appropriate accommodation if you require it.

Being involved in the management of your home is another way of promoting social benefit. As you help us to understand how we can improve our service to you, you can also learn new skills, meet new people and improve the environment where you live. If you are interested in helping to enhance our resident engagement programme, please let us know.

- **Governance** – ensuring that we have the necessary skills in the business to lead and manage it effectively.

We have recruited two new Board members and two members of staff in the last year. In all cases the new members have brought additional skills to the business and we hope they will have a positive impact on how we work.

- **Office management** – ensuring that the right administration support is in place to effectively manage Sandbourne and provide good services to all our residents.

We have reviewed all of Sandbourne's IT needs in the last year, moved them away from a fixed-point server and into the cloud. This means that staff can be more flexible about where they work, paving the way for the provision of a better service to residents.

In 2025 we are planning to upgrade both our housing management and finance systems to continue our drive to improve the way we work.

## Review of Sandbourne's Board activity over the last year

Sandbourne's Board has met six times in the last year, with meetings being held at the Cumberland Hotel in Bournemouth. The average attendance of Board members at the meetings was 75% (2023: 75.6%).

The Board discussed a wide range of topics in their meetings, a selection of which is set out below: -

- Review of the results from the Tenant Satisfaction Measures Survey which was sent to all residents in September 2023. The Board were pleased with most of the results but looked more closely at those areas with lower satisfaction, namely complaints and ASB management.
- Detailed discussion on the Housing Ombudsman Complaint Handling Code and how its requirements can be incorporated into Sandbourne's complaints' management. This included appointing one Board member as the Member Responsible for Complaints, who will ensure that the Board get all the information they need to assess complaints' performance. It also included appointing a different Board member as a Complaints Critical Friend, who will act as an independent reviewer of some complaints' responses.
- Agreement on moving the registered office from Beech House in Poole to Craigleith in Bournemouth.

- Approval of a range of policies to assist in the running of the business including Fire Safety Policy, Absence Policy, Complaints, Compliments and Comments Policy, Legionella Policy, Maternity Leave Policy and Domestic Abuse Policy.
- Discussion on the Regulator of Social Housing's New Consumer Standards and the impact that they will have on Sandbourne. Out of this discussion the Board have agreed to carry out a review of all of Sandbourne's properties to assess their condition and confirm the expected planned maintenance works that will be required over the next 30 years.
- Agreed the changes to the provision of Tunstall equipment at the 60+ sites. Consultations about this have now been carried out at the Belle Vue and Stourwood Avenue sites in Bournemouth.
- Discussion on the review of Energy Performance Certificates (EPCs) at all properties and the need to bring all properties up to at least a level C by 2030.
- Agreed the sale of one property which no longer fitted Sandbourne's profile. The income from this sale will be used to fund the start of upgrading those properties which do not reach at least a level C EPC.

The Board currently has 12 members, which is the maximum that can be appointed at any one time.

## Summary of Financial Statements for the year ended 31 March 2024

Income for the year was £3,292,443 made up as follows:

	2024	2023
<b>Turnover (income)</b>	£	£
Rent	2,454,108	2,290,959
Service charges	759,597	480,832
Support income	36,959	36,269
Grant income allocated to this year	53,355	55,293
Income from Lease extensions	20,558	-
Less: Rent lost on empty properties	<u>(32,134)</u>	<u>(30,579)</u>
	<u>3,292,443</u>	<u>2,832,774</u>

Rents are increased in line with government guidance, and this is usually based on the level of the Consumer Price Index in September each year. Service charges are calculated based on actual expenditure in the previous year. The increase in service charge income in 2023/24 was mainly driven by the rise in gas and electricity costs in the year.

Costs directly related to the day-to-day provision of social housing (Operating Costs) were £2,565,227. The details of these costs is:

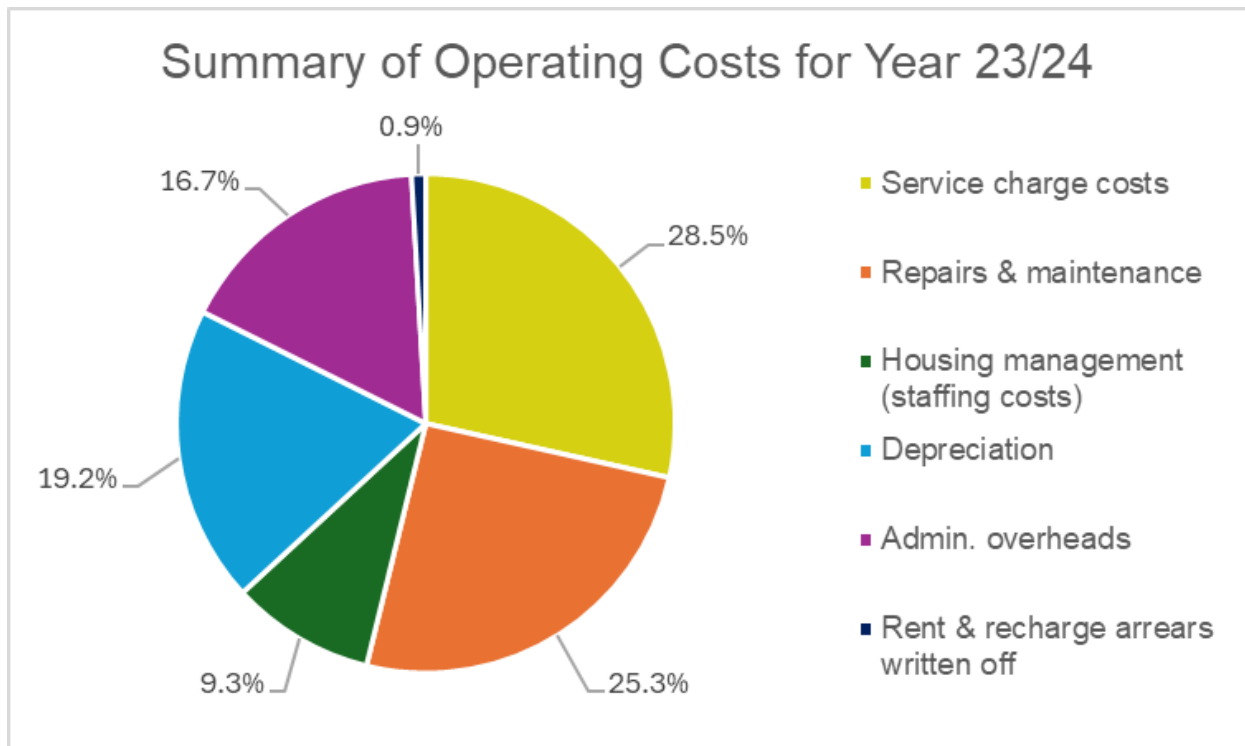
	2024	2023
<b>Operating Costs</b>	£	£
Service charge costs	730,727	574,583

Repairs and maintenance	650,192	577,502
Housing management (staffing costs)	238,742	241,899
Depreciation of housing properties	493,543	468,863
Administration overheads	428,363	437,573
Rent and recharge arrears written off	23,660	6,212
	<u>2,565,227</u>	<u>2,306,632</u>

The main increase in service costs related to gas and electric charges, both those for communal areas and those recharged to tenants. The contract for electricity was renewed in August 2024 and costs did fall at that stage. The gas contract is due for renewal in May 2025 and we are expecting costs to fall at that stage.

Repairs expenditure rose at a higher rate than general inflation in 2022 and 2023. That seems to have levelled out in 2024, but it is still rising. Expenditure was also impacted by governmental requirements on the management of fire safety, damp and energy efficiency.

The breakdown of Operating costs can be more visually expressed in the form of a pie chart.



The detailed Financial Statements for the year ended 31 March 2024 are available on Sandbourne's website or a copy can be obtained from the office.

A summary of the last year was given at the recent AGM and a copy of this is also available on the website or from the office.