



watford
community
housing



**Annual report to
residents 2023/24**



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Welcome

A message from our Chief Executive

Welcome to our annual report to residents for 2023/24, which gives you an overview of what we did throughout the year, including how we performed.

Performance was a key focus for us throughout the year, as the government introduced Tenant Satisfaction Measures (TSMs) – a new way for all housing associations to monitor customers' views and measure how well we are doing.

TSMs are a standard set of questions that all housing providers now ask tenants. They are about the issues that matter most to residents, such as our repairs service, how we handle complaints and the way we manage your home and your tenancy.

We have already learnt a lot from the first year of TSMs, with well over 1,000 Watford Community Housing tenants providing responses to tell us what we do well and where we could improve.

One of the areas we have particularly concentrated on over the last year is repairs, where we have already been able to make significant improvements – but we know there is always more to do and we will keep on using your feedback to make our services better for you.

We had lots of other successes throughout 2023/24. Alongside our work to deliver great services for our current tenants, we remain committed to providing new homes that give more people the opportunity to find somewhere affordable to live.

We are proud to have ensured that all 145 of the new homes at Yeatman Court – once known as the headquarters of Mothercare – would be affordable homes. By offering these homes for social rent, affordable rent and shared ownership, we made it possible for more people on lower incomes to move into a great new home at a reasonable price.

An important part of our approach to delivering new homes is to work closely with our nearby local authorities, so we were thrilled to secure our third joint venture company, Hertsmere Living, which is a partnership with Hertsmere Borough Council. This follows on from our successful Hart Homes and Three Rivers Homes joint ventures in Watford and Three Rivers.

In February 2024, we also welcomed a number of new customers when West Herts Homes transferred its 28 homes to Watford Community Housing. The transfer offered these customers a more secure future, giving them access to a wider range of services and ensuring that their homes would continue to be well-managed and maintained to a good standard.

As always, we are not resting on our laurels. In April 2025 we will be launching our new strategy for 2025-2030, so we will be inviting and listening to residents' views throughout the course of 2024. As a Community Gateway housing association, we put tenants at the heart of our work, and we will ensure that our plans for the future continue to reflect what matters most to you.

Tina Barnard
Chief Executive



“We have already learnt a lot from the first year of TSMs, with well over 1,000 Watford Community Housing tenants providing responses to tell us what we do well and where we could improve.

One of the areas we have particularly concentrated on over the last year is repairs, where we have already been able to make significant improvements.”

A message from the Chair of our Gateway Membership Team

The Gateway Membership Team (GMT) and I continue to work closely with Watford Community Housing and are proud to have been able to continue to improve services and outcomes for tenants.

In 2023/24 we led a number of scrutiny events, which let us do a ‘deep dive’ into a particular issue or area of Watford Community Housing’s service, and really get to the heart of what is working well and where we should be focusing on improving. We’ve seen some real, tangible changes as a result of these sessions, such as changes to our out-of-hours service, a new ‘call back’ function on our customer service phone lines, updates to the policy on tenancy succession to make it more empathetic, and a review of Watford Community Housing’s approach to dealing with damp and mould.

We know that costs are increasing for everyone, and while we would always prefer to avoid rent increases, we’re pleased to see that Watford Community Housing kept their increases as low as possible. On top of that, we were delighted to see that our suggestion to use the extra income from the increase in garage rents to bolster the Welfare Fund was taken onboard. This means that there is an extra £70,000 available for tenants who may be struggling financially.

We know there is always more we could do to improve, and we’re always looking for new ways to do things, which is why we are pleased to have welcomed a number of new members onto the GMT. Bringing fresh eyes and new ideas to the group has helped us to represent our fellow tenants even more effectively, and I am confident that the group is in good hands going forward.

As always, thank you to my fellow GMT members and everyone who has come to a meeting, raised a question at a Tenant Question Time event, or helped us in any way over the course of the year to keep improving services for tenants.

Chris Blackett
GMT Chair



“We were delighted to see that our suggestion to use the extra income from the increase in garage rents to bolster the Welfare Fund was taken onboard. This means that there is an extra £70,000 available for tenants who may be struggling financially.”

How we performed

“You’re caring, considerate and efficient and always have time to listen and advise. Thank you!”

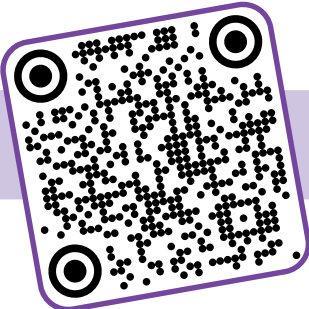
We use all the feedback we receive throughout the year to make sure that we are delivering the high-quality services that residents expect from us.

Monitoring satisfaction

In 2022/23 the government announced that it would be introducing a new system for housing providers across the country to monitor customer satisfaction and to make sure we’re getting it right for every one of our tenants. The new Tenant Satisfaction Measures (TSMs) use a standard set of questions which make it easier to compare different providers and highlight where we should concentrate our efforts to make positive improvements for our residents.

Following the introduction of the TSMs, some of the figures in this report are now being recorded and calculated in a different way, so they may not be comparable to previous years.

We received feedback from a total of 1,180 customers using a trusted independent survey provider called Pexel. Compared to our initial surveys in 2022/23, we saw improvements in eight out of the 12 TSMs, which shows that, while there is always room for improvement, we are moving in the right direction and customers are happier overall with the services we provide.



Visit our website at wcht.org.uk/TSMscores or scan the QR code to read our full TSM report

Our Tenant Satisfaction Measures scores

<div>Overall satisfaction</div> <div>71.2%</div> <div></div>	<div>Satisfaction with repairs service</div> <div>71.6%</div> <div></div>
<div>Satisfaction with time taken to complete most recent repair</div> <div>65.0%</div> <div></div>	<div>Satisfaction that your home is well maintained</div> <div>71.0%</div> <div></div>
<div>Satisfaction that your home is safe</div> <div>75.5%</div> <div></div>	<div>Satisfaction that we listen to your views and act upon them</div> <div>61.5%</div> <div></div>
<div>Satisfaction that we keep tenants informed about the things that matter to them</div> <div>73.7%</div> <div></div>	<div>Agreement that we treat tenants fairly and with respect</div> <div>73.5%</div> <div></div>
<div>Satisfaction with our approach to handling complaints</div> <div>35.7%</div> <div></div>	<div>Satisfaction that we keep communal areas clean and well maintained</div> <div>72.6%</div> <div></div>
<div>Satisfaction that we make a positive contribution to our neighbourhoods</div> <div>66.3%</div> <div></div>	<div>Satisfaction with our approach to handling anti-social behaviour</div> <div>63.2%</div> <div></div>

Listening to your feedback

Your feedback is vital in helping us to make real improvements to our services. That's why we log every compliment, grumble and formal complaint that we receive.

In 2023/24 we received...



310 compliments



568 grumbles



177 complaints

Over the last twelve months we held two scrutiny events, which give our residents a 'deep dive' into certain topics. Based on the feedback from these events, we identified a number of areas for improvement, which we've now addressed or are currently working on.

Following our 'rightsizing' scrutiny session, we have improved our FAQs for customers and will be putting in place further drop-in sessions to talk to staff about the different housing options that are available for people whose home is no longer right for them.

Our second scrutiny event focused on communication with our repairs contractors. Thanks to this we have located high-priority areas for guttering works and have begun building a communication portal so residents can receive messages and updates directly from the contractors, just as they can do with our in-house repairs team.

We've taken the time to understand more about who our customers are. By understanding your needs and knowing what's important to you, we are better able to tailor our service to meet your expectations. By understanding customer demographics, such as any language preferences or whether there is anyone in your household with vulnerabilities, we can respond to complaints more sensitively and effectively.

We are also improving how we communicate by using a new system which allows us to send messages to specific community areas, or customers with certain tenure types, to make sure you will only receive messages that are relevant to you. You've also told us that you prefer to receive short-form messages such as texts, so we'll be utilising the new system for that more in the future too.



Our Customer Service Team received **44,732** calls and **19,280** emails last year



86% of complaints resolved at the first stage of the complaints process

The GMT says...

"We're really pleased to see that our Tenant Satisfaction Measures scores have improved from the initial surveys. While there is always room for improvement, this goes to show that Watford Community Housing are listening to their customers' feedback and working to address any issues."

Involving customers in shaping our policies

A big focus for this year was giving our tenants the chance to have an input in shaping the wider policy agenda for housing on a national level. Customers got involved in consultations for Awaab's Law, Consumer Regulations and consultations for the Housing Ombudsman.

You were also involved in helping us to review and relaunch a number of our own policies. Following feedback from residents, we reviewed our Anti-Social

Behaviour Policy to ensure there is more transparency with the service we provide, and we created a new Good Neighbourhood Management Policy, which will help to tackle disruptive behaviours that are not considered to be anti-social behaviour. We updated our Access to Housing Policy which sets out how current and prospective customers can access affordable homes through Watford Community Housing and began work on reviewing both our Tenancy Fraud and Mutual Exchange Policies.





The Big Door Knock

On 15 June 2023 we held our third annual Big Door Knock. This is an all-staff event that sees us head out into our neighbourhoods to visit our residents in person. It is a great opportunity for us to listen to feedback and make positive changes to the services that matter to you the most.

We knocked on 4,631 doors and were able to complete 1,268 surveys



77% overall satisfaction with our services



29% of residents were interested in finding out about community activities



The average survey score was **4 out of 5**



24% were interested in finding out about rightsizing and other housing options



80% of residents know how to make a complaint if they need to



3 people we visited applied to join the Gateway Membership Team

Maintaining our homes

“You came today and did a fantastic job. Very neat, polite and just overall a first-class job.”



Our ‘no access’ rate for repairs appointments has reduced to around 18% due to our team ringing ahead of appointments and offering appointments on a Saturday

We are dedicated to providing homes that are comfortable, safe and well-maintained. In 2023/24 we continued to improve our vital repairs service and deliver upgrades to make homes modern and energy-efficient – helping our customers save money on their heating bills.

Improving the energy efficiency of your home

This year, one of our main priorities was continuing our programme of works – part-funded by the Social Housing Decarbonisation Fund (SHDF) – which help to ensure our customers’ homes are warm, comfortable, and more energy-efficient.

The second wave of works, which include external wall insulation (EWI), cavity wall insulation (CWI), internal wall insulation (IWI), and replacement windows, started in April 2023 and are expected to take two years. In 2023/24 we completed works on 153 homes.

In addition to this our contractor, The Warmfront Team, identified 50 homes that had failed cavity wall insulation. They removed the old insulation and redid the works at no cost to us as this was secured through ECO4 government funding.

Following customer feedback, we made a number of improvements to the balconies at our flats in Foxhill. We removed the old balcony as it was no longer fit-for-purpose and replaced it with a brand new, hard-wearing surface and structure. We also

added a better drainage system, fully fire-rated cladding and insulation.

Dealing with damp and mould cases

Following the tragic death of two-year-old Awaab Ishak in 2020, who died as a result of direct exposure to mould in his home in Rochdale, and the subsequent introduction of Awaab’s Law, we ran a large engagement drive asking for residents to report all damp and mould concerns, no matter how minor they may seem. Because of this, we had an increase in damp and mould cases – 587 in 2023/24.

To ensure we are answering all queries correctly and that no cases get missed, we created a dedicated email inbox for damp and mould enquiries, and we have specialist members of our in-house repairs team that perform mould washes and treatments in customers’ homes.

We also produced an instructional video showing residents how to use the mould wash kits that we distribute.



20,296 repairs completed in 2023/24

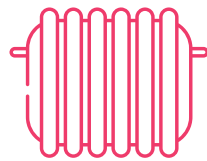
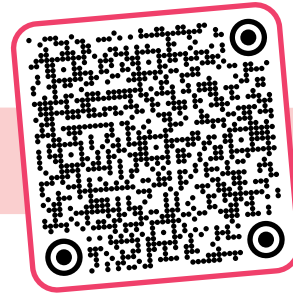


82% of repairs completed on the first visit

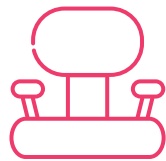


Gas compliance is at **100%** for 2023/24

Scan the QR code to watch the mould wash video on our website



62 new boilers and/or radiators installed



44 homes fitted with aids or adaptations to assist customers with limited mobility



18 new kitchens installed



13 new bathrooms installed

More funding for aids and adaptations

We have partnered with the Hertfordshire Home Improvement Agency, through Watford Borough Council, to secure 50% more funding for aids and adaptations, such as level-access showers, stair lifts and disability ramps. Although we are currently working through a backlog of work, this partnership puts us in a better position to provide an improved service in the next financial year.

As part of our aids and adaptations work, our contractor NJL adapted eight properties free of charge as part of their own social value project. This included installing wet rooms, internal decoration, flooring, and external works, as well as providing white goods.

Bringing our homes up to standard

In February 2024, we acquired 28 properties from Hemel Hempstead-based housing association, West Herts Homes, and now all residents in those homes can become Watford Community Housing members. We also have a five-year replacement plan in place to ensure all the new properties remain up to our own high standard.

Improving homes on the Meriden

We replaced all the communal fire doors at our 17-storey tower blocks, Abbey View and Munden View, and we will be replacing the front entrance doors to each flat

as part of fire safety works within the coming year. We also started engaging with residents about building safety and sent them a leaflet with information about the importance of fire safety.

We also started to put together plans for a large programme of improvement works at Abbey View and Munden View. This will include windows, roofing, insulation, lighting and ventilation works.

We tendered for a ground source heat pump system that will service the high-rises, as well as nearby low-rise and sister blocks – this new heating system will replace the communal gas boilers, making homes warmer and cheaper to run, and saving residents money on their energy bills. We will train members of our in-house gas team on how to manage the heat pumps which in the long term will reduce the cost of using contractors.

Innovative repairs

In areas such as roofing and guttering, we are still working through a backlog of work built up during the Covid-19 pandemic, so we started looking at new and innovative ways of improving and speeding up repairs. We have been working with contractors to use drones as a way of analysing what work is needed, for example, whether scaffolding needs to be erected, inspecting flues, and investigating roof repairs.

Improving our communication

In 2023/24 we worked hard to improve our communication with residents. We regularly update the repairs page on our website to reflect current trade wait times, which helps us to be more transparent about how long your repair might take. We also introduced a calling card for contractors, which allows customers to rebook missed appointments with ease, and we have begun working on building a communication portal so residents can receive messages and updates from our contractors directly, just as they do with our in-house repairs team. We have also made improvements to our communications around repairs carried out by our in-house team, giving residents more frequent updates and information.

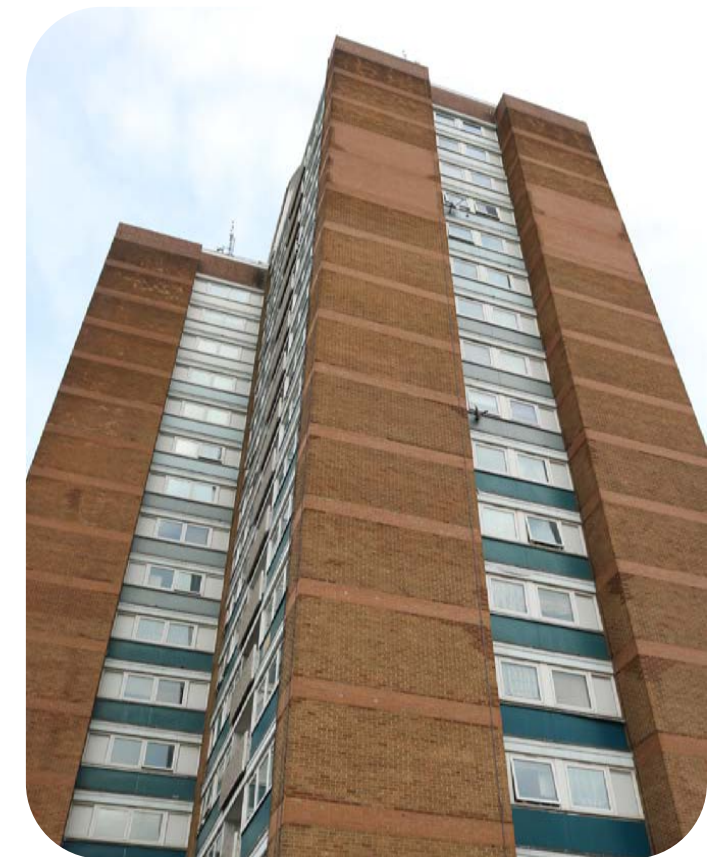
New fleet of vehicles

Our in-house repairs team have all been issued with new vans to travel to and from appointments. The new vans feature fleet tracking and monitoring technology which will improve our productivity, as it should help us avoid breakdowns, meaning fewer cancelled appointments.

Increasing our workforce

Despite it being a very challenging market for trades jobs, we have increased our workforce to deliver a more efficient service for our customers. This means that

more work can be done by our in-house team and we save money by spending less on contractors or agency staff, allowing us to spend more on residents' homes.



The GMT says...

“The repairs service is extremely important to all residents and we’re pleased to see improvements being made, although there is still more to do. Damp and mould has been a big issue for social housing tenants across the country and we have worked closely with Watford Community Housing to make sure they are continuing to deal with it effectively. The external wall insulation project has helped make homes easier to heat and keep heating costs down, which is more important now than ever, and we’re glad to see it continue for even more customers.”

Looking after your neighbourhood

Our teams work hard to make sure your neighbourhood is a safe and comfortable place to live in. In 2023/24, internal improvements were made to ensure a better service, and our teams focused on improving the biodiversity of our estates and tackling anti-social behaviour.

Improving biodiversity

Being more 'green' played a big part in the work we did across 2023/24, with many of our staff taking part in projects that aimed to improve the biodiversity of our local community areas.

In September 2023, over 100 of our staff members volunteered to make Abbots Langley tidier and to help promote biodiversity. We improved eight residents' gardens and local communal areas by weeding, clearing moss, cutting back hedges and planting 100 laurels. We also made up seed packets, bird boxes and planters to give out to attendees of Abbots Autumn Fest the following weekend, which would allow them to plant their own wildflowers and encourage bugs, birds and bees – all integral parts of our eco-system – to flourish.

Members of our Estates team also gave up their own time to help plant hedges and trees at a farm in Maple Cross.

We contributed to the national 'No Mow May' campaign – which involves leaving specific areas of grass uncut across our estates – and planted wildflowers and bulbs to encourage wildlife.

In December, our grounds maintenance contractor,

Accuro, did some landscaping work around Abbey View and Munden View to provide wildflower areas, including planting 2,500 native bulbs to attract pollinators.

Reappointing our cleaning and grounds maintenance contractor

We worked closely with residents to make sure they had a say in who we appointed as our cleaning and grounds maintenance contractor, as the previous contract was coming to an end. We listened to residents' feedback and personal experiences during a Tenant Question Time event, and we also sent out a survey. Based on this, Accuro won the contract and have been reappointed to be our cleaning and grounds maintenance contractor for the next four years.

Tackling anti-social behaviour

By working with the Environmental Crime unit at Watford Borough Council, we cracked down on fly-tipping issues at our two high-rises, Abbey View and Munden View. In February we installed 94 CCTV cameras to help identify and prosecute the perpetrators of fly-tipping, as well as identifying other forms of anti-social behaviour, keeping the blocks safer and more secure.

We received £12,500 from Watford Borough Council's Neighbourhood Grant Funding to improve the play area at Foxhill

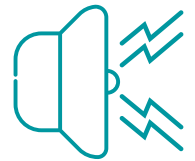
"Thanks again for taking the time to visit last week. When I got home the stairs in the communal area had been thoroughly cleaned so really appreciate your help."



30 households completed a mutual exchange in 2023/24



38 rightsized households – freeing up family-sized homes for those who need them



48 anti-social behaviour cases been closed using the Noise App and complaints have been halved in 2023/24



We created an easy-to-use online toolkit which helps residents to identify what counts as anti-social behaviour and how we, or our partners, can provide support.

Following a successful trial period, we officially launched the Noise App. This allows residents to safely and securely record and report noise as it is happening, and then send it directly to their Housing Officer so we can determine whether it is noise nuisance and how we can provide support.

Working in partnership with local authority partners we were able to take action against anti-social behaviour and make our communities safer. We are part of Safer Watford – Watford’s community safety partnership – and as part of that we have a staff member that acts as Chair of the Community Partnership Group (CPG) and also sits on the Responsible Authority Group (RAG). This allows us to work more closely with organisations such as Herts Police and to have a say in conversations around how anti-social behaviour is tackled in Watford.

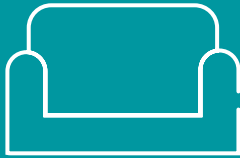
Making internal improvements

Following a restructure within the team, our Estates Officers and Housing Officers now work even more closely, which allows them to provide a more comprehensive service when tackling complex anti-social behaviour issues. Our Housing Officers also changed their dedicated community areas, in order to broaden their experience. By focusing on a new area with different challenges, they are able to increase their skills and offer more support to all of our residents.

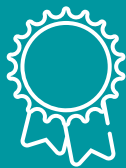
In 2023 the government announced an initiative to professionalise the housing sector by ensuring senior staff are suitably qualified. While this is still in its infancy and no official guidance has been issued, we’ve always made sure our staff are equipped to provide the best possible service to our customers. With this in mind, we have multiple members staff who have already passed their Chartered Institute of Housing qualification, and more began working towards achieving it this year.



We joined Homes for Cathy
– a group dedicated to
ending homelessness



We identified 56 fly-tippers



3 managers and 3 Housing Officers
gained housing qualifications

The GMT says...

“We were pleased to see that Watford Community Housing are increasing their efforts to tackle anti-social behaviour and have helped reduce noise complaints significantly, and their ongoing commitment to being greener and more environmentally friendly will mean a cleaner, brighter future for our neighbourhoods.”



Improving our communities

“Thank you for your support claiming PIP. They have started paying me and will do for the next 3 years, it will really help a lot.”



Our residents are at the heart of what we do, which is why our community engagement work is so important to us. With the effects of the cost-of-living crisis still being felt, in 2023/24 we invested almost £600k to support those who may need a bit of extra help.

£389k invested in community projects

Supporting residents with money worries

Our Welfare Fund – which we set up in 2020 to provide financial support to those worst affected by the Covid-19 pandemic – has continued to help those most in need during the current cost-of-living crisis. In 2023 this grant increased from £102k to £205k so we could provide even more support to those that need it.

Our brilliant team of Financial Inclusion Officers supported our customers by providing money advice and food vouchers, as well as ensuring residents were receiving all the benefits they were entitled to. We continue to have a strong partnership with Citizens Advice Watford on our ‘Your Money Matters’ project, which means that Watford Community Housing residents are

able to benefit from their tailored, expert money advice.

In 2023 we began a new lunch club in our Leavesden Green Community Hub which offered free hot meals. This had a huge impact, as some diners told us that this was likely to be the only hot meal they had each week – or might even be only time they leave their house.

We also supported two cost-of-living events at the Holywell and Meriden with Citizens Advice Watford, we distributed 130 Warm in Winter bags from Small Acts of Kindness to residents over winter, we held a week of free school uniform pop-up shops, and we distributed £2,000 worth of Asda vouchers to make sure residents would be able to buy a Christmas dinner.



Our customers are better off to the value of **£764k** thanks to our Financial Inclusion Team



96 customers supported through Donation Station



£102k distributed through our Welfare Fund



37 households supported through Household Support Fund



2,938 customers engaged with us through events and activities



7 tenant and residents' associations supported

Working with our partners

In our 2020-25 Business Plan, we committed to investing £1 million into community projects across the five-year period of the plan. We continue to support our Nifty (over) Fifty group, Solo Stars, our seven tenant and residents' associations and many more groups and projects that have a positive impact on physical wellbeing, mental health and social isolation.

For the second year running, we were part of a great project that aimed to help families in the Meriden area cook healthy meals on a budget – working alongside local partners Watford Borough Council, Watford FC Community Sports & Education Trust, Random Café, Meriden Residents' Association and Beezee Bodies.

During the winter, we worked with Watford Borough Council to reintroduce a series of 'welcoming spaces' across our community hubs and independent living facilities. These safe spaces offered not only a great place to socialise and meet new people, but also a lifeline for people that may have been struggling with ever-increasing heating bills.

We worked in partnership with Hertfordshire County Council's Children's Services, Watford Borough Council, and Three Rivers District Council to ensure that we took a 'collecting with care' approach, helping residents sustain their tenancies. In 2022 we pledged to only use eviction due to rent arrears as a last resort – as a result we have seen more customers engaging with us to improve their financial situation.

Involving our residents

As a Community Gateway housing association, our residents have a huge impact on our decision-making. We listen to the voices of our residents in many ways, including through Tenant Question Time events (TQTs) and scrutiny sprints. TQTs allow residents to ask their questions directly to a panel of staff. In 2023/24 the topics covered were 'finding the right sized home', 'communication with our repairs contractors' and a special session which was held before our annual general meeting (AGM).

We also held two 'scrutiny sprint' sessions – which involves customers spending a day with our staff getting a 'deep dive' into the subject matter covered in the TQTs. You can read more about the improvements that were made based on feedback from the scrutiny sessions in the Performance section of this report.

To ensure that we are listening to the needs of all our customers, we began holding dedicated leaseholder and shared owner sessions to discuss upcoming major works, service charges and defect management, and to answer any questions customers had about the services we provide.



6 Tenant Question Time events held



4 scrutiny events held

Supporting older residents

We recently relaunched our 'Independent Living Action Group' which is made up of a group of tenants from our Independent Living and flexicare schemes. This group is a great way for residents to let us know what service areas are most important to them and how we can continue to improve our offering, and also helps to create a sense of community between all our schemes.

We also sent out a survey in February to get feedback on what service improvements they would like to see.

Erosh – an independent, nationwide organisation that evaluates older people's housing – awarded us the Independent Living Standards accreditation, which demonstrates the brilliant work our teams do to provide accessible, affordable and inclusive services to our residents.



The GMT says...

"Watford Community Housing's Financial Inclusion Team have helped support tenants and made sure they're better off to the value of over £750,000, and we've worked to increase the Welfare Fund even further to help those that need it most"

Building new homes

“We’ve seen improvements on the estate and things are starting to come together. The new properties look impressive and are a big improvement on what was there before.”



In 2023/24 we continued to deliver on our development goals, building new homes that give people the chance to live in a modern, affordable home.

The completion of Yeatman Court

In 2023 we completed Yeatman Court, a sustainable, modern development in North Watford. It is made up of 145 one- and two-bedroom affordable homes catering to all rent levels, including 63 affordable rent, 12 social rent and 70 shared ownership.

Yeatman Court is a unique development, and we wanted to make sure that we preserved not only the look of the timeless and historic art deco building that stood there before, but also its legacy. The name Yeatman Court was chosen as the building was originally home to Yeatmans sweet factory. It later became the head office of Mothercare, so has been an important part of Watford’s history for many years.

Sustainability was a key factor in this development – every home will achieve at least an EPC band C rating and will benefit from energy-saving solar panels on the roof.

There is also the opportunity to install multiple charging points for electric vehicles, a communal garden with space to grow fruit and vegetables, and a car club that will encourage ridesharing. With over 160 employers within a 20-minute walk of Yeatman Court, we contacted them directly to inform them of this new development and to give their staff an opportunity to register their interest for a new, affordable home.

We developed the scheme using Homes England Funding, endorsed by Watford Borough Council, which enabled the scheme to be 100% affordable.

Supporting our workforce

Working in partnership with the University of Hertfordshire, we have proudly taken on five apprentices who are currently completing a chartered management degree. This degree-level apprenticeship is giving them

The GMT says...

“The GMT are delighted to see Watford Community Housing continue to build new affordable homes, including a good number for social rent. The ambitious Yeatman Court development was a particular highlight, providing much-needed homes whilst preserving an important piece of Watford’s history”



201 new homes completed –
16 for social rent, as well as homes for
affordable rent and shared ownership

a great variety of knowledge and experience from across our Property and Partnerships teams. We also had a colleague successfully complete their electrical apprenticeship and are supporting members of our team who are taking on their Chartered Surveyor qualifications, all of which ensures we are constantly improving our workforce to deliver a better service for our customers.

Providing new homes across Hertfordshire

We have continued to have great success in delivering homes through partnerships with key local authority partners and other organisations.

We completed our sales programme for The Letterpress – a development which was delivered by Hart Homes, our joint venture with Watford Borough Council – and consists of 86 new homes including four for social rent, 15 for affordable rent, four for shared ownership and 63 for market sale.

Through our partnership with developer Griggs Homes, we also completed two sites in Hertsmere – six homes in Cowley Hill and a further six in Bentley Heath.

We broke ground on Foxgrove Path in Three Rivers, our first partnership with Howarth Homes, which will deliver 53 affordable homes in South Oxhey.

Works began on an exciting new development in St Albans called Jubilee Square. This will consist of 93 new homes, including 33 for social rent and 60 for shared ownership.

By partnering with Hertsmere Borough Council, we secured a £5 million Local Authority Housing Fund grant to provide even more affordable homes and increase investment through our Hertsmere Living joint venture.

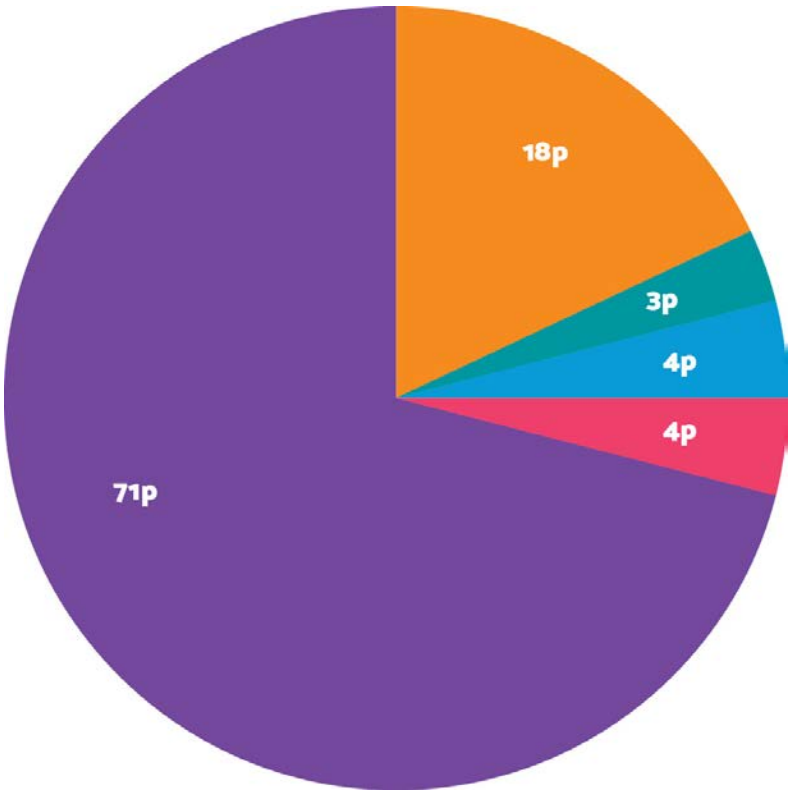
Value for money

We're committed to keeping costs low for customers and helping them save money, while maintaining high-quality services at all times.

Where our money comes from

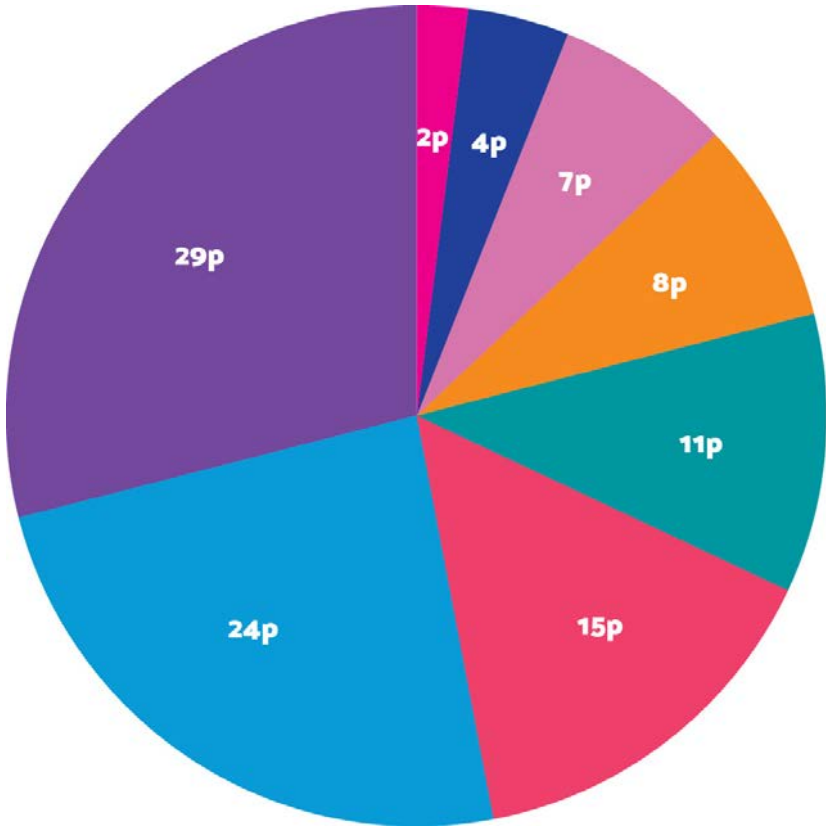
For every £1 we generate:

- 71p is from social housing lettings
- 4p is from the sale of shared ownership homes – the surplus generated from these sales is used to support our charitable objectives
- 4p is from the service charge income (which is fully spent on providing services to our residents)
- 3p is from non-social housing lettings – including our market rent properties and our garage portfolio
- 18p is from other sources – including the provision of management services for our external partners



Scan the QR code to read our full financial statements or visit [wcht.org/reports](https://www.wcht.org/reports)

How each pound was spent



Housing management costs including staff
We spent 29p in each pound to provide services to our customers and to pay for staffing costs and overheads.

Surplus for reinvestment
24p in each pound will go towards delivering future improvements in our existing homes and building new homes in line with our business plan.

Property depreciation
15p in each pound accounted for the wear and tear of our assets, including the homes we own.

Interest and financing costs
We paid 11p in each pound to the bank as interest on our loans.

Property maintenance
We spent 8p in each pound on repairs, servicing and

maintenance, including work carried out as part of our improvement programme to deliver upgrades to your homes.

Service charge costs
We spent 7p in each pound on heating, lighting, cleaning and other costs recoverable through service charges. We regularly benchmark our service charges against the wider housing association sector, which shows that our service charges are lower than the sector average.

Construction costs
We spent 4p in each pound on building and selling properties for shared ownership.

Cost of delivering other services
We spent 2p in each pound on other costs including services to support people and community initiatives.



watford
community
housing

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