

The background of the slide is a photograph of a large, multi-story stone building with many windows, likely a council headquarters, set in a park-like area with green trees and a field of colorful flowers in the foreground. The sky is clear and blue.

Sunderland City Council Economic Prosperity Scrutiny Committee 7 November 2023

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**Great homes
Strong communities
Inspired people
for Sunderland**

About Gentoo

Our Core Purpose

To provide safe and decent homes for our customers of today and tomorrow

Our Vision

To provide great homes, strong communities and inspired people for Sunderland

Our Values

Our values are what we stand for and what we want to be known for. They make us, us.

- We care about people
- We take accountability
- We shape the future
- We bring leadership
- We deliver



About gentoo



30,000
homes



60,000
customers



£183 million
turnover



£132million
collected in
rent



£1 million
a week invested in
existing properties



1,000+
colleagues



150
homes built for
private sale



600
new affordable homes
delivered by 2026



Tenant Satisfaction Measures
accountable to the RSH for
consumer standards

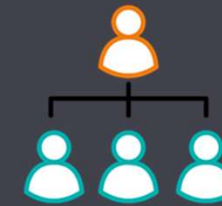


Regulator of
Social Housing

**Well
governed**

Our priorities

- We know our customers
- We provide great homes
- We help communities to thrive
- We are a great place to work
- We spend our money wisely
- We are well governed



Leadership Team structure

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Louise Bassett
Chief Executive Officer



Simon Walker
General Counsel



Susie Thompson
Executive Director of Housing



Stephen Flounders
Executive Director of Regulatory and Business Services



Susan Fulton
Executive Director of People, Culture and Engagement



Pete Lenehan
Executive Director of Finance

*We know our tenants
We help communities to thrive*

We are well governed

We are a great place to work

*We spend our money wisely
We provide great homes*



Vacant Position
Director of Customer



James Haste
Director of Property Maintenance



Vicky Lambert
Head of Planning and Business Services and overseeing Transformation and Technology (interim)



Paul Newman
Director of IT



Sam England
Head of HR



Kerry Leng
Director of Marketing and Engagement



Joanne Gordon
Homes and Development Director



Marc Edwards
Director of Asset and Sustainability



Laura Watson
Head of Procurement



Paul Wright
Finance Director and overseeing Transformation and Technology (interim)

Board and Committee Members



Emily Cox
MBE
Chair of Group Board Development Committee



Alison Fellows
Group Board Chair of Development Committee



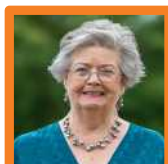
Chris Watson
Group Board Chair of People Committee



Hannah Pollard
Group Board Development Committee



David Murtagh
Group Board Risk and Audit Committee



Brenda Naisby
Tenant Board Member People Committee



Claire Long
Group Board Chair of Risk and Audit Committee



Patricia Smith
Group Board Risk and Audit Committee



Carol Long
Group Board Risk and Audit Committee



Ellen Thinnesen
Group Board People Committee



Andrew Lister
Group Board Risk and Audit Committee



Nick Forbes
Group Board Development Committee



Morven Smith
Group Board People Committee

Independent Committee Members



Ged Walsh
Development Committee



Alan Gallagher
Risk and Audit Committee

Customer Committee Members



Angela Dazell



Julia Wysocka



John Dannell



Doreen Richardson



Victoria Smith



Stephanie Carr

Our core purpose

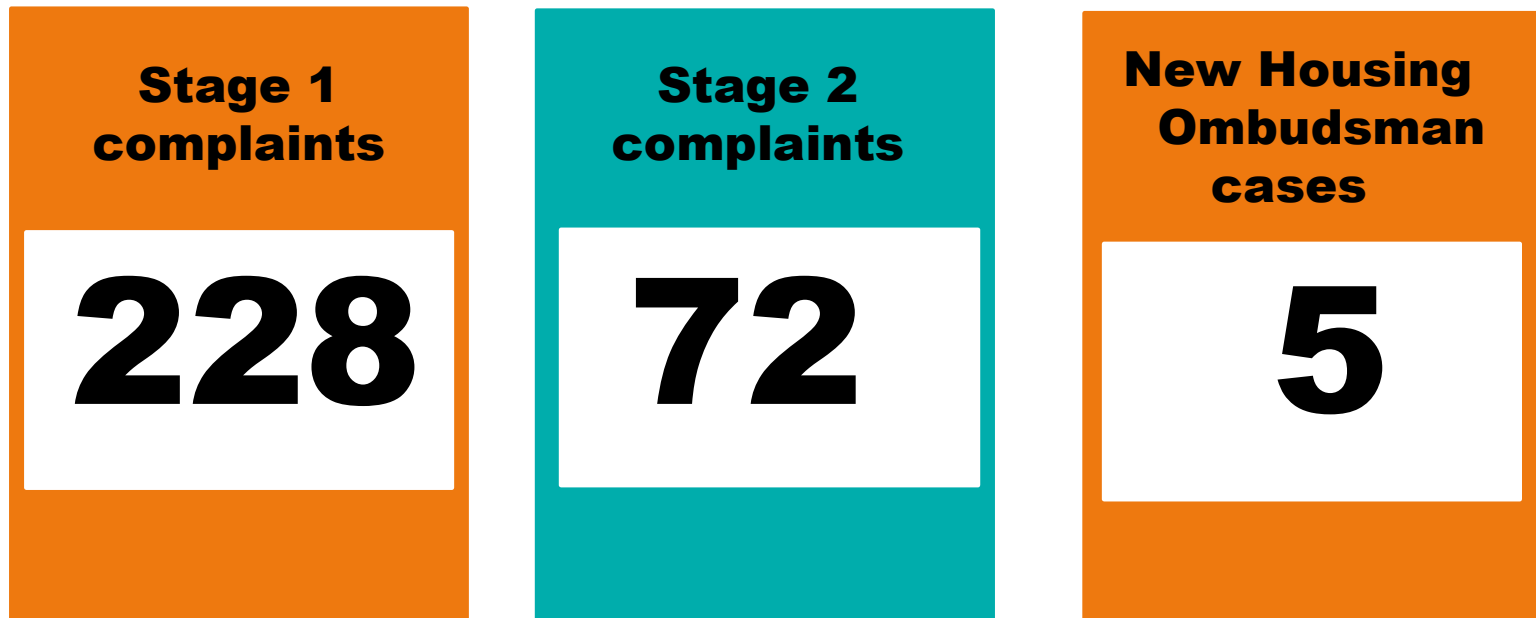
Safe, decent homes for our customers

- we know our customers and our properties
- customers receive a high quality, consistent service and respond positively to the Tenant Satisfaction Measures
- customers are proud to live in our homes and they feel they are at the heart of the services
- colleagues are empathetic, consistently purposeful and take ownership, to do the right thing for our customers
- Gentoo is a sector leader in customer experience
- Gentoo is an employer of choice and a place where people want to work



Complaints handling

April - October 2023



All Councillor enquiries to be emailed to feedback@gentoogroup.com

Customer Voice

- Tenant Satisfaction Measures
- New mandatory performance measures
- Annual data collection – from April 2023
- Published in spring 2024



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Customer Voice

- From TSM results our key areas of focus are:
 - Satisfaction with complaint handling
 - Satisfaction with ASB handling

Improvement activities underway:

- New customer committee
- Assessment against Ombudsman's Complaint Handling Code
- Member Responsible for Complaints (MRC)
- Customers scrutinised our complaints handling policy
- Relunched digital engagement – Your Gentoo Voice
- Further research into reasons for dissatisfaction
- Colleague training
- Expanding the team
- Dedicated customer engagement role
- Improving colleague insight
- Improving customer communications – you said, we did.



Gentoo Involved customers meet the Regulator of Social Housing
October 2023

Challenges facing Gentoo customers

These are the issues our customers are talking about:

Cost of living

Anti-social
behaviour

Stock condition

Time to repair

Cost of living one year on

- ❖ customer cost of living survey in November 2022 - 1550 responses, follow up survey due to go live this week
- ❖ the biggest concerns at that time for customers were, paying rent, paying energy bills and buying food – *Fuel poverty in the UK hit 1 in 4 in social housing last winter*
- ❖ we have taken less legal action, carried out less evictions, served less notices for non-payment of rent in comparison to this time last year
- ❖ supported more people through our Money Matters team by increasing the size of the team
- ❖ less tenancies have failed through affordability and abandonment
- ❖ we are introducing a Tenancy Sustainment team to work with aspiring and new Gentoo customers to support new tenancies ensuring a solid foundation for success
- ❖ we have increased our fund to support those customers who need help to £850k

Cost of living support

We are listening to our customers and supporting as much as possible, for example:

- the Tenancy Sustainment Fund
 - ❖ tenancy sustainment positions out to advert
 - ❖ additional Money Matters Support Coordinator appointed
 - ❖ provision of full carpets for anyone under 25 rehoused through Band 1 or 2
 - ❖ connection cookers and washers for under 25 rehoused through Band 1 or 2
 - ❖ children's beds provided for those without
 - ❖ partnership with CSS (Community Furniture Service) to provide upcycled furniture
- core member of SCC Cost of Living Task Force
 - ❖ working with SCC to ensure a joined-up approach to customer support
 - ❖ sharing data with SCC around financially stressed customers (5,257 cases identified)
- strategic partnerships with utility providers
 - ❖ Gentoo customers have received a payment of £1.2m from Northumbrian Water for help towards their water rates this financial year so far
 - ❖ the Fuel Bank has offered Gentoo a further £50k to help with winter fuel payments again this winter

Cost of living support

- ❖ launched the first Bread and Butter Thing for the City, supporting other foodbanks across the City with accommodation and food provision – Churchill Square
- ❖ school uniform project
- ❖ Greggs Foundation Hardship Fund partner
- ❖ warm coat project
- ❖ Christmas campaign with toys, pantomime, hampers and Christmas dinners
- ❖ provide 200 warm packs to tenants in need for winter 2023
- ❖ support Greggs' breakfast club
- ❖ Gentoo's corporate charity for 2023 is Sunderland Foodbank
- ❖ supporting The Soup Kitchen with volunteers, housing advice and food



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Anti-social behaviour



Anti-social behaviour

We recognise the challenges of living with ASB and our teams do everything they possibly can within the realms of the law:

- 19 Evictions for ASB in 2022/23 and 4 up to the end of September 2023
- represented strategically and operationally on HALO, SARA and SAIL
- darker nights strategy in partnership with police, TWFRS, SCC
- investing social value funding in areas with youth disorder for diversionary activity
- additional security arrangements in some areas
- provision of security cameras and target hardening measures for customers
- DLUHC – good practice award for our Positive Engagement Officers
- Police and Crime Commissioner Registered Provider group

Anti-social behaviour

Community Safety Team performance 2022/23

1,844
new ASB
cases



122 new Victim
Support cases
67% were DV cases



1,836
closed ASB
cases

117
closed Victim
Support cases



5
Community
Triggers

- General ASB
- Darker nights strategy

- County Lines/gangs
- Domestic abuse

Community Safety Team performance 2023/24 April - October

1,196
new ASB
cases



63 new Victim
Support cases
77% were DV cases



915
closed ASB
cases

49
closed Victim
Support cases



1
Community
Triggers

Anti-social behaviour partnerships





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Stock condition



Stock condition/ decent homes

- on-going 5-year rolling programme of stock condition surveys
- 96.93% of homes have a physical stock condition survey
- over 72% of homes already at EPC C Standard
- 99.85% of homes achieved the Decent Home Standard at the end of March 2023
- we employ a team of eight dedicated stock condition surveyors with a dedicated Asset Data Manager and Senior Stock Condition Surveyor
- the stock condition survey covers the condition of components that require periodic replacement, any repair issues identified and a review of HHSRS criteria including visible signs of damp and mould
- all issues raised through stock condition surveys are reported back through the business



Damp and mould

Where are we now.....

- New Damp and Mould Policy approved (May 2023)
- Launched Case Management in Genforce
- Aftercare for all damp and mould cases
- Continuing supported for customers via:
 - *relocation*
 - *heating assistance*
 - *money matters*
 - *fast tracked investment in homes*
- Maintained a dedicated phone line
- Additional diagnosis training for call handlers
- Dedicated damp and mould manager in post
- Empathy remains our priority on all cases



Damp and mould progress

Since 24th November 2022.....

- 3894 damp and/or mould inspections undertaken
- 7669 remedial repairs completed
- Two case coordinators now overseeing the customer journey for all cases of damp and mould
- Triaging cases as slight, moderate or severe



Damp and mould progress

- Mould Foam and guidance on usage offered to customers after initial treatment
- Guidance leaflets and website communications updated
- All customers who have had damp or mould receive two aftercare calls to monitor the success of our intervention, one month after remedial action and 12 months after remedial action
- Reviewing future investment works for most proactive interventions
- Continuing with awareness training for all staff
- Involved Customer sessions took place to scrutinise the new damp and mould process
- Continue to look at emerging technology to maintain a proactive approach to damp and mould
- Winter planning in place to react to potential increase in demand

Over the next 5 years, we plan to invest over

£225m

into our Property Investment Plan



4 tower blocks improved



More than **6,500** homes up to EPC C



More than **800** External door replacements



More than **6,000** Kitchen replacements



More than **4,000** Roof replacements



More than **5,700** homes rewired



More than **1,700** Window replacements



More than **960** Bathroom replacements



More than **5,900** Boiler replacements



More than **180** Internal and **15,000** External decoration improvement

*Details of the plan are subject to change according to external factors

Gentoo property investment 2023/24



£41.9 million

investment in existing properties during 2023/24 financial year



£43.4 million

investment planned for 2024/25* financial year including:



£10.1 million

on roof replacements



£1.49 million

on repointing homes and asbestos removal



£8.7 million

on kitchens, bathrooms and electrical rewires



£3.2 million

on heating upgrades, this includes the completion of properties connected to district heating in Washington



£2.8 million

on window and door replacements



£2.4 million

on improvements to the outside area of properties, e.g. fences and garage demolitions



£3 million

on energy efficiency improvements to achieve EPC C



£1.9 million

on decoration to outside of properties



£5.32 million

on specialist works including M+E upgrades

*Details of plan subject to change according to external factors.

Pennywell regeneration

- £19m investment to regenerate 1000+ gentoo properties on the Pennywell Estate
- an ambitious 'whole-house' approach to property modernisation
- 800 homes planned to be completed by the end of 2023/24
- two-year plan to modernise roofs, canopies, windows, front garden fences and decoration to outside of properties
- commenced in October 2022 and will be completed in late 2024
- more than £1 million in social value activity to be delivered as a result of the scheme
- properties will also benefit from energy efficiency upgrades to EPC C

Energy efficiency improvements

- 72% of homes now achieve EPC C
- Gentoo have adopted a fabric first approach to energy efficiency to help reduce energy demand for customers
- 392 properties have been upgraded to EPC C as part of Wave 1 in partnership with Sunderland City Council
- a further bid will be submitted for Wave 2.2 to improve homes in December 2023
- circa £20m investment planned in EPC improvement works from 2023 - 2028
- significant window replacement programme nearly concluded
- 2000 heating upgrades planned for 2024/25
- all Gentoo homes will have an EPC Certificate by December 2023

Washington district heating

- 684 properties completed as at end of October 2023
- overall property type completed:
 - 475 Gentoo
 - 161 freehold
 - 48 leasehold
- scheme is now 71% complete
- planned completion April 2024
- delays as a result of meter provider failing to meet requirements and access to homes





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Affordable homes developments



Overview of developments

- Design Quality
- Sustainability measures
- Crosstree Park (Keighley Avenue)
- Wellspring Park (Blaydon Avenue)
- Penshaw Gardens (Penshaw House)
- Eskdene Rise (Cragdale Gardens)
- Cricketers Hill (Carley Hill School)
- Williamson Park (Fulwell Quarry)



Gentoo's affordable housing offer

- homes for all generations
- 655 homes over next five years
- £109 million investment in the city over 5 years
- 14 new house types that meet national space standards
- homes are 70% carbon neutral
- EPC A – via PV Panels



A scenic sunset over a rocky coastline. The sky is a mix of orange, yellow, and blue. The sun is low on the horizon, casting a warm glow. In the foreground, there are dark rocks and shallow water reflecting the sunset. In the distance, a lighthouse is visible on a cliffside.

Thank you

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**Great homes
Strong communities
Inspired people
for Sunderland**