

# Customer

## Annual Report



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# Hello



## Welcome to our 2023/24 Customer Annual Report

For the first time this year we are bringing together highlights from across the Group and reporting on the Government's Tenant Satisfaction Measures (TSM) following their introduction in April 2023.

Our primary focus has been on improving the services we provide to our customers. We are pleased to report a strong customer satisfaction rate of 80.9%, reflecting the improvements made so far in our repairs and customer service centre. Listening to and acting on customer feedback remains a top priority, as evidenced by the results in our first TSM overall satisfaction scores. We recognise there is much more to do, on our repairs service in particular. We've listened, and with the support of the Group Board we've invested more in repairs and made a number of significant changes that we expect to deliver a step change in performance this coming year.

Our Tenant Influencer Network continues to grow, now with over 56 regularly involved customers who help shape our services and hold us accountable. Additionally, we are in the process of forming a new Customer Committee to ensure that customers can influence our service delivery at every level.

The supply of affordable homes remains a key challenge for many. However we are pleased that last year we built a total of 744 homes including 465 homes for rent and 223 for shared ownership. Our housing sales programme delivered profits of £43.8m all of which are reinvested back into our homes and services.

Looking ahead we will continue to work hard to build on the areas where we are strong and to do better at the areas that require improvement. Your voice through the Influencer Network and new Customer Committee is a vital element to help us deliver our purpose: providing homes and creating sustainable communities.



**David Armstrong**  
Chief Operating Officer

*Unless otherwise stated, the figures and statistics we quote in this report are from between April 2023 and March 2024, and accurate across all Flagship Group.*

# We are Flagship Group

At Flagship Group, we exist to provide homes and create sustainable communities. We're dedicated to tackling the housing crisis by investing in our existing homes, creating new affordable ones, exploring innovative technologies and embracing imaginative approaches to service delivery.

Our Group is structured to maximise our positive impact, consisting of three housing associations: Newtide, Samphire and Victory. Plus, we have Flagship Homes, which focuses on homes for sale and private rent.

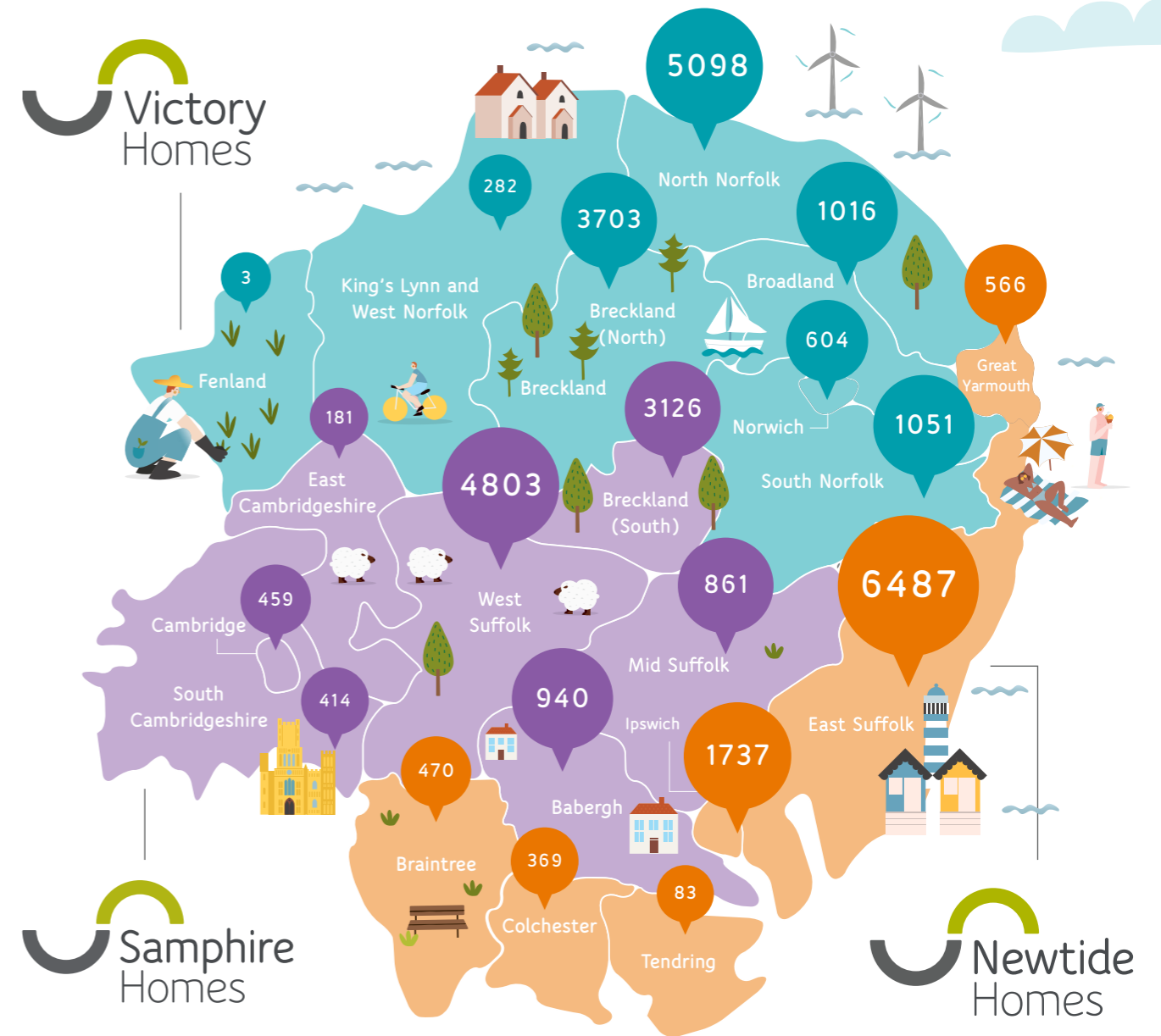
Together we own and manage over 33,000 homes across the east of England and employ over 1,500 people.

## Our Vision

Solve the housing crisis

## Our Purpose

Providing homes and creating sustainable communities



Samphire Homes

Newtide Homes

2,383	Shared ownership
600	Student accommodation rooms
383	Affordable homes managed for third parties
344	Private lettings

Flagship Homes

# Supporting you at home

Our Housing teams work every day to ensure that our customers can maintain their tenancies and stay in warm, safe and affordable homes.

This year, we welcomed **1,962 customers** into their new homes, **642** of these from a route of homelessness. We facilitated **425 mutual exchanges** to help customers move to homes that better suit their needs.



## Customer stories

Alexis, a housing officer at Samphire Homes, has been supporting a customer who had been struggling with debt since 2018. In 2022, the customer was diagnosed with cancer, and frequent hospital visits made it difficult for her to keep up her payments, causing her debt to escalate. She felt overwhelmed and lacked the energy to address the issue. However, through Alexis' patience and dedication, she built a trusting relationship with the customer, who was then able to clear her debt in full. The customer thanked Alexis for "being so understanding and patient through this time".



## Our commitment to customer support

We aim to build strong relationships with our customers, understand their needs, and provide the best possible support to help them feel comfortable and secure in their homes.

That's why, this year, we introduced an additional seven members of staff within the Housing teams that carry out visits to our customers at home. They focus on reconnecting with customers we haven't engaged with in some time, or those that may be vulnerable. To date, these officers have **visited 1,652 homes**, ensuring we maintain strong, supportive relationships with our community.

We welcomed **1,962** customers into their new homes



Craig, Stefon, and Tim from our Neighbourhood and Tenancy Support teams went above and beyond to support a customer whose cooker had broken in the lead up to Christmas. She couldn't afford a new one and felt anxious about how she would feed her family over the festive period. Tim communicated with the Neighbourhood and Housing teams, to see if anyone knew of any immediate help for the family. On the last working day before Christmas, they managed to find a cooker in storage and delivered this personally to the tenant. The customer was over the moon as this meant she was able to cook for her family and focus on enjoying the holidays with them.



# Sometimes we all need a helping hand

Beyond good health and relationships, there's nothing quite as important as a home. Affordability isn't just about rent; it encompasses wellbeing, access to support and self-care. That's why we established our 'Affordable for All' fund which enables us to support our customers with essential items when really needed.

This year, through this fund, **we've helped 800 households** with groceries, essential items, and fuel vouchers during challenging times.

The fund has enabled us to offer an extra level of support. Every situation is different, but we aim to use the Affordable for All fund to help customers in the way that is most appropriate for them, as illustrated in this Newtide customer story.

We know that times are hard, and the cost of living is still causing problems for households across the country. Please don't hesitate to get in touch with us if you need help.

## Customer stories



We received a safeguarding concern about an older customer who hadn't been responding to our calls or letters regarding her rent. One of our Newtide Homes Housing Officers visited her in her home. The customer then explained that bailiffs had been knocking on her door due to mounting debt, leaving her feeling anxious and isolated.

Through the Affordable for All fund, we provided food for her for the next few days and topped up her electric meter so that she could heat her home. We also referred her for additional support and will continue to check on her wellbeing.



## Safe communities

Everyone should be free to express themselves and live their lives in a way that makes them happy; and sometimes this might be different to those around them. We ask our customers to be tolerant and kind to each other.



Our teams are committed to creating safe communities, where people enjoy living. Throughout the year, they addressed **1,171 cases of anti-social behaviour** within our communities.

Our dedicated Safeguarding and Domestic Abuse team are often helping the most vulnerable people in our communities. This year they have handled a total of **3,968 safeguarding concerns** including domestic abuse and mental health issues.

You can reach out to us confidentially and learn more about how we can help if you need us by clicking the links below.

- [Newtide Homes Safe communities](#) >
- [Victory Homes Safe communities](#) >
- [Sapphire Homes Safe communities](#) >



# Service standards

We're committed to providing the best experience possible to our customers. That's why this year, we introduced 'Our Commitment,' which outlines the service standards our customers can expect from us, including how to contact us and the timescales for resolving enquiries.

Click below to view 'Our Commitment' documents.

- [Newtide Homes 'Our Commitment' >](#)
- [Victory Homes 'Our Commitment' >](#)
- [Sapphire Homes 'Our Commitment' >](#)



## Customer Service Team

Our Customer Service Team is the first point of contact for most customer enquiries. A critical part of our organisation, connecting our customers to our services and working to resolve as many enquiries as possible on the first call.

Over the year, our dedicated team handled an impressive **396,366 calls**, over **7,729 live chats** via our website, and responded to over **94,949 emails**.

We understand that our customers want to get in touch with us in ways that are convenient for them. In February we added WhatsApp messaging to the ways in which they can reach us. This service is already proving popular with our customers as a quick and easy way to communicate with us.

We've handled  
**396,366**  
 calls over the last year

# Maintaining your home

One of the most important responsibilities we have is to maintain the homes our customers live in. This includes responsive repairs, kitchen and bathroom upgrades, installing modern heating and hot water systems, and various other measures to ensure homes are safe, warm and well-maintained.



## Repairs

Flagship Services work hard all year round to keep our customers' homes in good condition, completing **64,608 repairs** this year. Gasway, Flagship's heating and renewables subsidiary, also completed over **19,351 reported repairs** and **31,238 heating services** for our customers.

This year we carried out a total of **6,571 replacements**, which included over a thousand kitchens and doors, as well as bathrooms, rewires, fire doors, windows, roofs and upgrades to communal entrances.

In September 2023 we introduced a new repairs system into Flagship Services, which helps us communicate more frequently with customers about their repair appointments. We know from

our TSM results, customer satisfaction surveys and complaints that our repairs service still needs improvement, and isn't where we'd like it to be. Improving our repairs service is a key business priority, we will be continuing to listen to customer feedback and reviewing all elements of the service we provide.

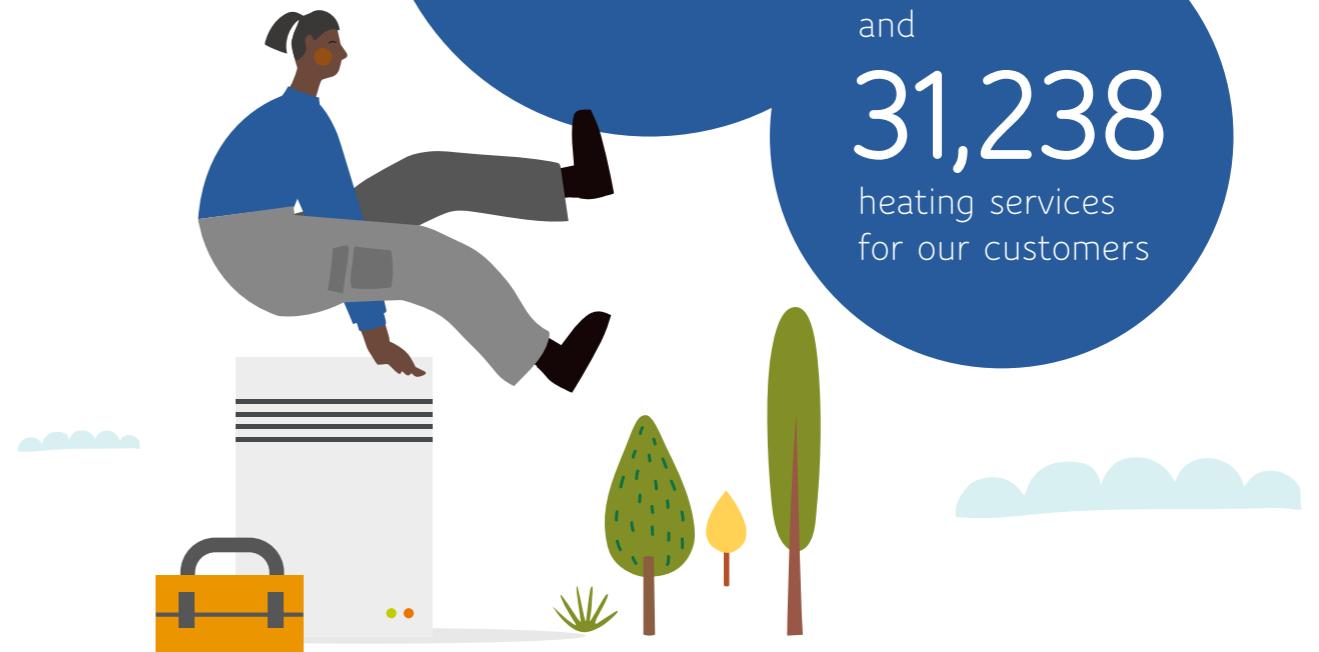
When a home becomes empty, we work as quickly as possible to get it ready for the next customer. This year our team turned around **over 1500 homes** for new and existing customers.

Our dedicated compliance team ensure that heating systems are tested every 12 months and every home has an electrical test once every five years.

We've completed  
**64,608**  
repairs this year

Gasway completed  
**19,351**  
reported repairs

and  
**31,238**  
heating services  
for our customers





We completed a total of **2,647** repairs related to damp and mould

### Damp and mould

Damp and mould remains a top priority for us. To better tackle these issues, we've increased our communications, asking customers to report any problems. This proactive approach is crucial in effectively addressing these concerns.

Over the past year, we completed **2,647 repairs related to damp and mould**. Additionally, we've introduced a dedicated call queue for handling damp and mould-related issues and are in the process of establishing a specialised team to provide additional support.

We also installed **4,782 smart thermostats**, to date in our homes, allowing us to monitor temperature, humidity and air pressure so that we can target homes where the risk of damp and mould is greatest.



We invested over **£95m** in our existing homes

## Investing in our homes

During the year, we invested over **£95 million** in our existing homes. This investment included over **£25 million** to enhance the energy efficiency of homes, resulting in lower energy costs for our customers.

We also invested **£4.2 million** to insulate our customers' homes, making them warmer and easier to heat. As part of these efforts, we installed more than **1800 new efficient heating systems**, including over **200 air source heat pumps** and **140 new solar PV panels**.

We have been working to enhance the look and feel of our larger communities, to improve the buildings and communal spaces, helping to make them more desirable. These improvements include new balconies, updating exterior finishes and refurbishing communal areas.





# Creating sustainable communities

We want our customers to love where they live and feel proud to be a part of their community. That's why our dedicated teams work closely to help create happy, healthy and sustainable communities that people can enjoy living in.



## Encouraging wildlife in your community

At Flagship Group, we are aware of the critical state of nature and we take our commitment to the local environment very seriously. We've been making positive changes to increase biodiversity on our land and improve access to nature for our customers, so that they can enjoy all the wellbeing benefits it brings.

Our sector-leading approach to helping nature recover on our land is set out in our biodiversity plan. This covers changes we're making to our grounds maintenance schedule, projects we're implementing to improve green space, how we'll make our new developments better for nature, and much more.



Our aim is to manage **30%** of our land in a nature friendly way by 2030



### Creating meadow areas

This year we started rolling out a more nature-friendly grounds maintenance schedule, through creating meadow areas on 34 of our sites, totalling over three football pitches worth of meadows. As a result, we've helped to create areas which offer a habitat for wildlife and wildflowers, and we saw twice as many flower species and pollinators in these spaces. We'll be extending these changes to more sites each year.

### Urban wilding

We've continued to monitor our urban wilding research project at St Andrews Place in Melton, Suffolk, and The Park in East Harling, Norfolk, in partnership with expert ecologists and architects. We've recorded **85 flower species** across the sites, when only a handful were there before, and the wilder areas have shown improvements in capturing carbon, which helps tackle climate change.



## Creating a home for nature

In partnership with Garden Organic, we worked with former Blue Peter gardener Chris Collins to transform an unused green space at King Edwards Avenue in Wickham Market. We planted **36 new trees**, built bug hotels, and created a bog garden, helping to increase biodiversity and create an outdoor space for the community to enjoy!

We've equipped our neighbourhood officers with bulbs to plant to help add colour to our green spaces!



## Award-winning tree relocation

Our Flagship Services team won an Unlock Net Zero award for their work in moving **49 trees** from Vines Road in Diss to a site 20 miles away, as the area needed clearing ready for new affordable homes to be built. The week-long operation saw the trees lifted out of the ground using a specialised 'tree spade' before they were loaded onto a lorry for the journey to woodland next to Coppice House in Greenwood Court, Bury St Edmunds. This enabled us to save valuable trees which would have otherwise been lost!

Customer feedback

### What is biodiversity?

It's all the different species living together in one area, like the variety of animals, plants and fungi that make up the world around us.

*"The transformation is fantastic, and the positive impact on our surroundings and wildlife is applauded."*



The Abbey, Thetford - illustrations of the proposed regeneration.

## Shaping the future of our communities

Our Placemaking and Regeneration team aim to enhance the lives and opportunities of our customers. Engagement at every stage is at the heart of all their projects. By understanding the environment from the community's perspective, before considering changes to the built environment, we can promote the health, happiness and wellbeing of our customers and the wider community.

This year we have submitted an outline planning application for a major regeneration project at the Abbey in Thetford. This has followed more than four years of engagement with the Abbey community, which has been focused on understanding and addressing their concerns.

Through a landscape-led master plan, we aim to enhance the Abbey's green spaces, create safer and more connected streets, and establish a vibrant neighbourhood centre.

Other projects continue to take shape through engagement with communities in Ickwell Hill in Newmarket, Barham Cross in Thetford and Saxon Road in Saxmundham.

## Neighbourhood revitalised after fire



A fire at four properties in Green Lane, Pudding Norton, near Fakenham, led us to reconsider the area's potential. We engaged with residents through workshops and surveys to gather their input on the future of the place.

Working with architects Ensemble, we created a design that not only replaces the lost properties but also revitalises under-utilised spaces in the Green Lane estate. This design includes affordable homes, a shared communal area, and addresses broader community concerns.

Our efforts resulted in a detailed design submission to the local planning authority, a significant step toward shaping the community's future.

# Keeping your community safe



We've carried out  
**711**  
hours of  
neighbourhood  
improvements

The Neighbourhood team works hard to ensure customers feel safe and happy in their communities. They carry out regular estate inspections, playground checks, and weekly health and safety checks at our sheltered and ex-sheltered schemes. The team also provides help with abandoned vehicles, graffiti removal, fly-tipping and bin store management. Collaborating with customers is a priority to ensure continuous improvement of communities.

This year, we've completed **5,932 neighbourhood inspections**, conducted **521 play area inspections**, and **3,405 communal facilities inspections**. These improvements are identified through our regular inspections and engagement with our customers, ensuring we are improving our neighbourhoods to support the needs of the community.



## Doing our bit for the planet

Our commitment to sustainability saw the introduction of three electric vans within the Neighbourhood team, with two more on order, helping us reduce our carbon footprint. We've trebled the size of our responsive Arboriculture team (tree care) this year so we will be able to provide an improved service to our customers, and now have a member of the team whose role is dedicated to planting and establishing new trees!



## Become a Neighbourhood Champion!

We've recently launched our Neighbourhood Champion roles and are always looking for volunteers to help us provide the best neighbourhoods that our customers can enjoy living in. Whilst our Neighbourhood Officers do carry out regular inspections and checks they can't be everywhere all of the time, so the feedback customers provide will be really valuable and help to shape our services.

[Click here to sign up on our INfluencer Hub](#)



## Brightening outdoor spaces

We've carried out **711 hours of neighbourhood improvements** which range from external cleaning of hardstandings, replacing tired communal flooring, installing solar lighting, new signage and remarking of car parks.

Our Neighbourhood team helped enhance the outdoor space at Lamberts Close, Weasenham St Peter, by installing two park benches and two planters filled with lavender, pansies and primrose. The benches were made from recycled plastic by Suffolk charity Realise Futures.

Members of the community, including Weasenham parish councillor Jacqueline Hargreaves, rolled up their sleeves alongside our staff for the plantings at the spot, where summer barbecues and other get-togethers are regularly held.



# Our customers are at the heart of all we do

We want to understand what's important to our customers, and by getting involved and sharing feedback, they're helping to shape our services. That's why we're always looking for ways to ensure everyone's voice is heard.

2,021

customers have engaged with us



## Developing our INfluencer Network

We held

127

engagement activities



This year we've continued to develop the INfluencer Network, with a focus on offering meaningful and accessible opportunities for customers to engage and influence. We now have a total of **56 Group INfluencers**, who are invited to discuss a variety of topics, policies, strategic priorities identified through our customer insight data or proposed by our customers themselves.

Our INfluencers have been invited to in-person scrutiny events which held a spotlight on safe communities & neighbourhoods, the Contact Centre, and social housing stigma. Throughout the year we have held three Complaint Scrutiny

Groups to drive improvements in complaint handling, invited our INfluencers to help shape our new service standards, and reviewed our voids standard to make sure we understand what's important for customers when they move in.

Our Digital Engagement Group have continued to meet regularly with a focus on helping us design our new customer portal and they've supported user testing for WhatsApp as a new communication method.

Last year we held **127 engagement activities** and **2,021 customers** engaged with us, both in person and online!



### Looking ahead

Over the next year, we'll continue to develop the INfluencer Network through providing more engagement opportunities for customers and offering influencing and scrutinising training to support customers to become Group INfluencers. We've also recently recruited a Customer Committee, who will begin to support the Flagship Group Board by ensuring the voice of the customer is heard.

This group is made up of 10 members, including involved customers, who will ensure we're learning from experience and monitoring the customer experience in relation to the Regulator of Social Housing's (RSH) Consumer Standards.



### Launch of the INfluencer Hub

In September we launched the INfluencer Hub, our interactive online space which allows our customers to make a difference from the comfort of their own home. We also use the INfluencer Hub to shout about Group INfluencer events and provide an overview of how we'll be using the customer feedback to drive positive change.

Since its launch, the INfluencer Hub has attracted **308 members** who regularly participate in surveys, polls, and forums!

### Like what you hear?

If becoming an INfluencer sounds like the right move for you, then we'd love to have you on board! It's easy to have your voice heard in a way that suits you, with different levels of involvement and commitment.

[Click here to sign up to our INfluencer Hub](#)



*"I really get a buzz about taking part. We're treated with respect, our involvement is valued, and we feel noticed. I find myself on an emotional high after being involved with an INfluencer event. Who doesn't like feeling good about themselves, especially when you know you're contributing to something worthwhile?"*

Brian, Group INfluencer

# HOPESTEAD

**Hopestead is Flagship Group's charity, with the core belief that everyone deserves a place to call home.**

The Hopestead strategy builds upon the Flagship Group vision of solving the housing crisis by ensuring that those moving into a Flagship property from a route of homelessness and those at risk of becoming homeless, receive the support they need to break the cycle, take control, and build a sustainable future.



# 95%

of people supported through Hope at Home have remained in their homes

## Hope at Home

Hopestead supports people through Hope at Home, an initiative which provides household essentials to those moving into a new home from a route of homelessness. Hopestead has supported a total of **418 people** and **239 households** in the last year. Providing these household essentials to people that we support, helps to reduce financial hardship and allows them to turn their new house into somewhere that feels like home.

Around **45 people** who we have helped through Hope at Home have provided their feedback in 2023-24, providing an insight into how it has impacted their lives. **53%** stated they would have gone without if Hopestead had not been around or able to help and **93% feel positive** about the future and more settled in their new home. **50%** also now feel more able to manage their finances and household.

**95%** of the people supported through Hope at Home have remained in their homes and are no longer at risk of homelessness.



## Making a real difference

Sarah was supported by Hope at Home after she was the victim of domestic abuse by her former partner. At eight months pregnant, Sarah was housed by Flagship Group and was referred to Hopestead by her domestic abuse officer. Hopestead immediately provided kitchen items, bedding, and a microwave. Sarah was also supported with a full package of flooring, white goods, furniture, and a cot for her baby. This enabled Sarah to feel at home in her property, eat well and prioritise her health during the end of her pregnancy.

[Click here](#) to visit Hopestead's website and learn more about the charity's work

“It was a huge relief, it was like a breath of fresh air. Me and my child finally had a place we could call home.”

Customer supported by Hopestead

**HOPESTEAD STORIES**



# Flagship Homes

Flagship Homes provides homes for sale and private rent. Last year they developed 744 new homes across the east of England. Of these 465 homes are rented, managed by one of our housing associations, 223 were sold through shared ownership, 9 through shared equity, and 47 were sold outright. Any profit made through selling homes is reinvested into our group purpose of solving the housing crisis.



## Shared ownership

Shared ownership is a more affordable way to get on the property ladder, as it enables customers to buy an initial share in a home, and then pay rent on the remainder. Our shared ownership customers are supported throughout their shared ownership journey by dedicated teams at Flagship Homes.

This year we **welcomed 191 families** into their new shared ownership home and **supported 28 families** to increase their share.

## Customer satisfaction

During 2023, we achieved a **recommend a friend score of 96%** following feedback provided by **105 customers** who have bought their home from Flagship Homes.

[Flagship Homes Website](#) >



## Customer stories

### Getting back on the property ladder

Satisfied shared ownership customers Peter and Pauline moved into their new Flagship home near Swaffham earlier this year.

Now in their 60s, they had both been homeowners earlier in life when in previous relationships, and had more recently been renting a flat.

Peter said: "As we're both retired and reliant on pensions, there's no way we could have got a mortgage. So this was an ideal opportunity to have some equity, and some pride in ownership.

"Within reason, we can do whatever we want to put our own stamp on it, and it's nice to know you're leaving something for the grandchildren."

The couple bought a 15% initial share in the three-bedroom house, which was valued at £275,000.

*"It's really exciting because we used to be in a little one-bedroom flat. Now we have plenty of space for grandchildren to come and stay."*

Pauline

# Tenant Satisfaction Measures

The work we do matters, because the lives we help matter. We are transparent about how we are performing and committed to improving our services, especially in areas you've told us are important to you.

TSMs became a regulatory requirement on 1 April 2023. The measures cover a set of scores collated from customer surveys, and a suite of key performance indicators covering building safety, repairs, complaints, and anti-social behaviour.

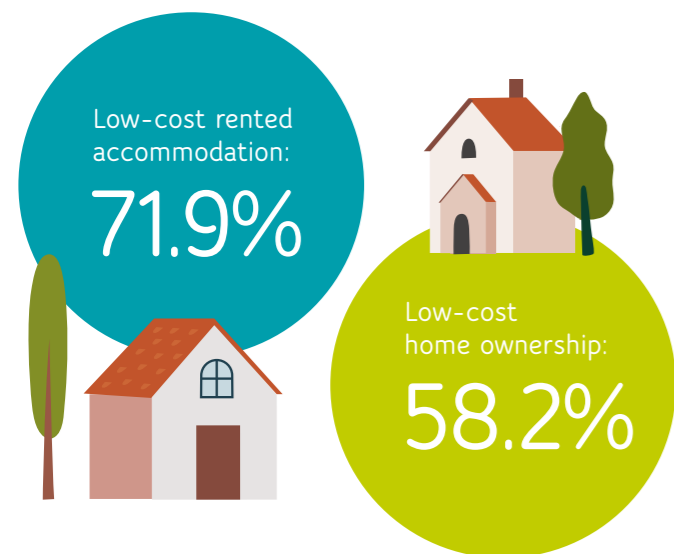
## How we collected the results

We worked with a company called IFF Research to contact customers and shared owners. 80% of surveys were completed by telephone and 20% online and targets were put in place to ensure a true representation of our customers.



## Results

Overall satisfaction with landlord:



We were pleased that the highest scores from customer surveys told us that customers felt that their homes were safe and that we treat them with fairness and respect.

Whilst our response times for complaints are reassuring, satisfaction with the handling of complaints is an area for focus. We are working closely with our INfluencer Network to understand this feedback and are positively evolving our complaints handling process so that when things do go wrong, and a customer needs to complain, they are satisfied with our approach to seek to resolve that situation.

We acknowledge that the performance of our repairs service is not where we want it to be, or where our customers expect it to be. Customer feedback is clear that it takes us too long to complete repairs which impacts our customers' perception of how well we are maintaining their homes. Whilst 91.8% (target: 100%) of emergency repairs were completed within our target timeframe (24 hours), only 58.4% (target: 95%) of

non-emergency repairs were completed within 28 days, which we know simply isn't good enough, and our Repairs Transformation Plan is in place to change this.

Through the introduction of our new Customer Committee and our investment in customer engagement activities we will continue to improve our services to meet the expectations of our customers and deliver the service they deserve.

Customer Perception	Low-cost rented accommodation	Low-cost home ownership
Overall satisfaction	71.9%	58.2%
Overall repairs service	71.9%	N/A
Time taken to complete your most recent repair	64.0%	N/A
Home is well maintained	72.1%	N/A
Home is safe	81.1%	75.6%
Views are listened to and acted on	60.5%	45.0%
Kept informed about the things that matter to you	67.0%	54.8%
Treated with fairness and respect	76.3%	71.1%
Complaint handling	37.7%	18.7%
Communal areas are clean and well-maintained	70.9%	46.7%
Positive contribution is made to your neighbourhood	60.0%	43.0%
Handling of ASB	57.0%	37.5%

Key Performance Indicators	Low-cost rented accommodation	Low-cost home ownership
BS01 - Gas safety checks	98.8%	
BS02 - Fire safety checks	98.7%	
BS03 - Asbestos safety checks	99.9%	
BS04 - Water safety checks	100.0%	
BS05 - Lift safety checks	100.0%	
CH01 - Complaints relative to size of landlord - Stage 1	78.8	14.2
CH01 - Complaints relative to size of landlord - Stage 2	5.7	2.8
CH02 - Complaints responded to in HOS timescales - Stage 1	94.9%	86.7%
CH02 - Complaints responded to in HOS timescales - Stage 2	80.2%	50.0%
NM01 - ASB cases relative to size of landlord	95.7	
NM01 - ASB cases that involve hate incidents relative to size of landlord	3.1	
RP01 - Proportion of homes that do not meet Decent Homes Standard	2.4%	
RP02 - Repairs completed within timescales (non-emergency repairs)	58.4%	
RP02 - Repairs completed within timescales (emergency repairs)	91.8%	



# Customer satisfaction

Customer feedback is extremely important to us. In addition to reporting on the TSMs, we continuously monitor our performance and listen to customer feedback. Our commitment is to consistently enhance our services, aligning with our core value of delivering outstanding customer service.

Throughout the year, we received over **32,876 responses** to our customer satisfaction surveys - an increase of 5,207 from last year.

**Overall satisfaction was 80.9%**, a slight reduction of 1.6% from 2022/23.

Over **13,547 customers left a positive comment**, particularly praising the excellent service provided by our staff. However, we also acknowledge there are areas for improvement. Negative comments centred around repair completion times, lack of first-time fixes, and initial contact resolution.

We know that delivering great customer service can make a big difference and are working hard to improve our services across all areas of the business.



**32,876**  
responses to our customer satisfaction surveys

**2,407**  
complaints, with 178 escalated to stage two

It's great to get feedback like this example, left for Jane, one of our Customer Service Advisors, but we know there is always more to do.

*"The advisor was so helpful, kind and compassionate in understanding the repair that I reported. She was very considerate, which made a very big difference in this anxious situation. She is an asset to your team"*

Customer feedback



# Complaints

We always strive to deliver outstanding customer service; however, we understand that things can occasionally go wrong and if they do we want to make things right as soon as possible, learn from what has happened, and do what we can to stop it from happening again.

This year, we've received a total of **2,407 complaints**, with **178 escalated to stage two**, accounting for 7.5% of all complaints. While this is an increase on the previous year, we're working hard to address the underlying issues, particularly around communication and the timeliness of repairs.

It's important to us that you let us know if we're not getting things right for you, so please don't hesitate to get in touch if our service hasn't been good enough. If you're unhappy with how we've handled a complaint, you have the right to refer your complaint to the Housing Ombudsman.

We continuously learn and improve by undertaking an annual self-assessment against the Ombudsman's complaint handling code, which we make publicly available on our websites.

- [Newtide Homes Complaints](#) >
- [Victory Homes Complaints](#) >
- [Sapphire Homes Complaints](#) >



# Value for money

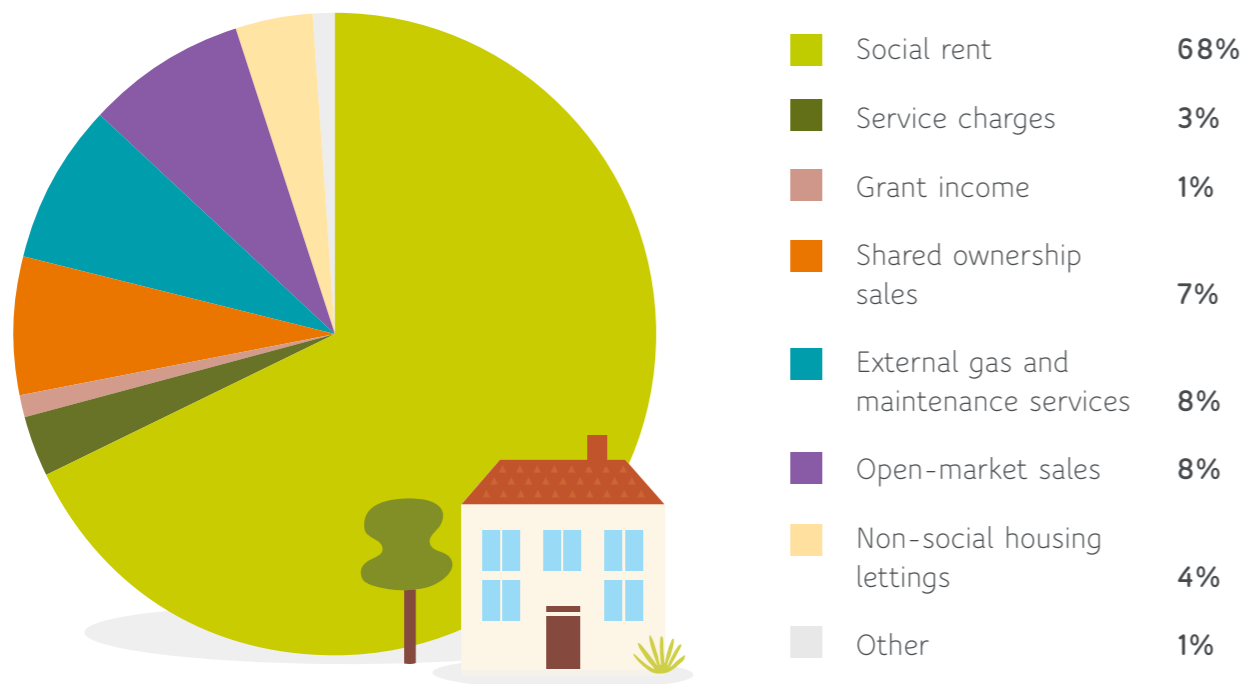
Delivering value for money for our customers is important to us; spending money wisely is one of our core values and is embedded across the organisation. We are committed to ensuring that every pound we receive and spend delivers the best value for our customers and communities.

Any profit we make is reinvested into maintaining our existing homes, building new affordable homes, and delivering and improving our services.



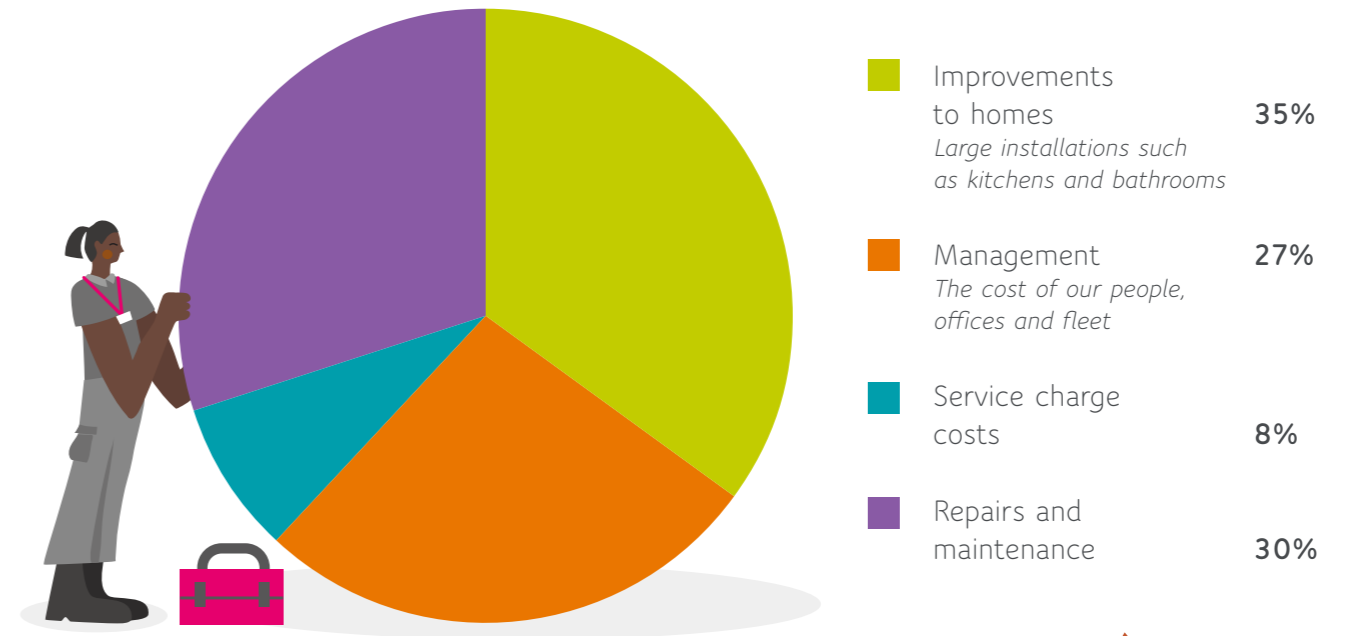
## Where our money came from

Year ended 31 March 2024



## How our money was spent

Year ended 31 March 2024

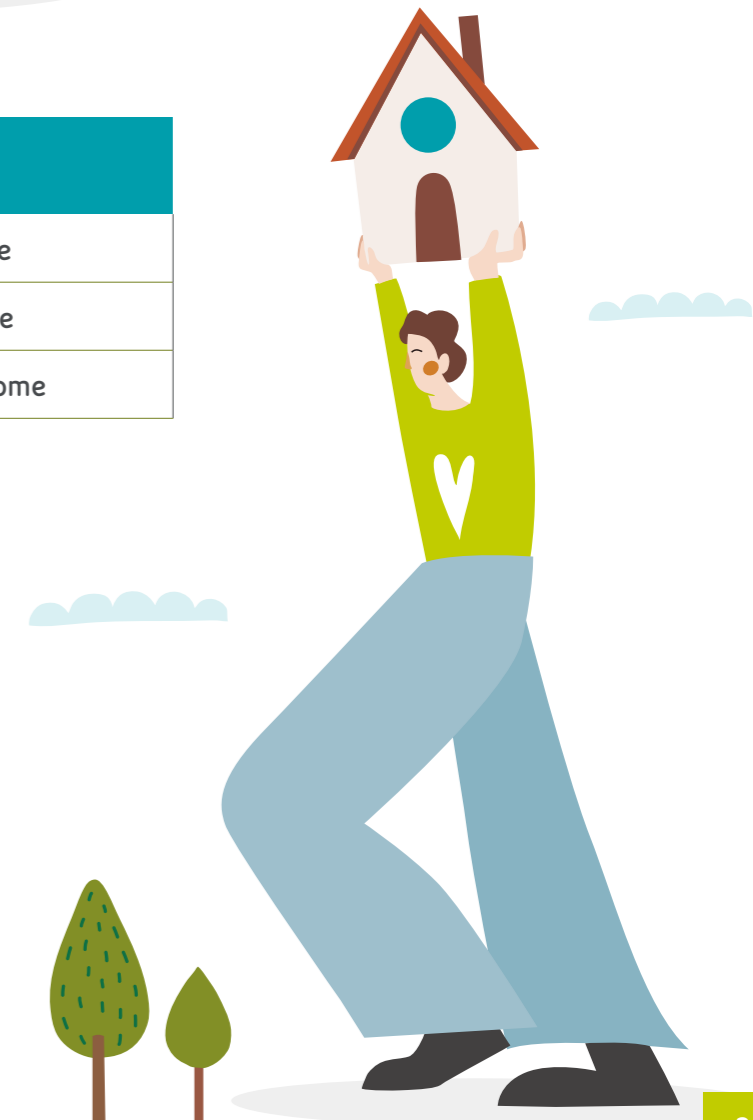


### Director remuneration and management costs for the year ended 31 March 2024

Highest-paid Director	£10.09 per home
Overall cost of Directors	£39.56 per home
Total management costs	£1,170.35 per home

The Regulator of Social Housing's Transparency, Influence and Accountability Standard, requires all registered providers to provide tenants with accessible information about their directors' remuneration and management costs.

We have used the Regulator of Social Housing's suggested approach when calculating these costs to support consistent reporting between different organisations and transparency for our tenants.





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