

NOTTINGHAM HOMELINK  
 TENANT EMPOWERMENT AND INVOLVEMENT  
 KEEP PROMISES  
**TENANCY**  
 HOUSING PATCH MANAGERS  
 STRIVE FOR THE BEST  
 ENCOURAGE FRESH THINKING  
 NOTTINGHAM HOMELINK  
 SHeltered HOUSING  
 ANTI-SOCIAL BEHAVIOUR  
**29,000 HOMES**  
 DECENT HOMES  
**VALUE FOR MONEY**  
 REPAIRS  
 WORKING IN PARTNERSHIP  
**NEIGHBOURHOOD MANAGEMENT**  
**ANNUAL REPORT 2009-10**  
 BE FAIR, TELL THE TRUTH  
**HOME**  
 RESPECT THE INDIVIDUAL  
 ONE IN A MILLION APPRENTICESHIPS  
**RENT**  
 LEASEHOLDERS  
 FREE DEBT ADVICE  
 CREATING JOBS  
 WORK AS ONE TEAM  
 SECURE, WARM, MODERN



**Nottingham**  
**City Homes**

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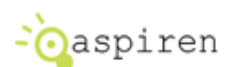
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## About the designers

The content of this report was provided by Nottingham City Homes and designed by Toni Esberger and Graham Gardiner of Aspiren Ltd.



[www.aspiren.net](http://www.aspiren.net)

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# Foreword

Welcome to our annual report for 2009-10. This has been our most successful since we began in 2005.

Customer satisfaction has risen to 80% – way up from just 60% in 2007.

Thousands of council homes have been improved under the ‘Secure Warm Modern’ programme.

We were the first ALMO to achieve the prestigious anti-social behaviour accreditation from ‘HouseMark’.

Rent arrears have been dramatically reduced.

The number of lettable empty properties fell to an all-time low.

We have always been a ‘tenant-led’ company. And in September 2009, Janet Storar was elected Chair of the Board.

More than 2,000 tenants and leaseholders are now actively involved with us, helping to shape our services and maximise value for money for our customers.

And, in the toughest recession in years, we’ve helped hundreds of tenants sort out their finances, claim benefits and avoid eviction.

## **Working with our customers**

The next few years are likely to be tough for our tenants and leaseholders. We are determined to support them through these difficult times.

This often means making difficult choices. It’s likely our operating budget will be cut over the next year – so we’ve been working closely with our customers, and building strong partnerships, so we can do our best to maintain services.

We’ve already held a number of community events, where we invited ideas about what our ‘local offer’ should be (more on this later) – and how we can all work more imaginatively to improve the neighbourhood. We’ll be holding similar events to drive our improvement programme over the next 18 months.

## **Holding us to account**

We’ve been working with our tenants and leaseholders on the standards they want and how they can scrutinise our services.

We’ve used some of our recent customer events to discuss the content and style of this annual report – and talked to the Tenant and Leaseholder Congress and Customer Communications Group.

We have always believed that the best people to scrutinise our performance are our own customers. When our customers are at the heart of shaping our services, we get the better results. You can read the evidence on every page of this annual report.

We already have a wide range of ways for customers to get involved – from simple surveys, area based panels and service forums, to having five tenants/leaseholders on our Board.

This year we started a ‘major push’ on equality and diversity.

Every day we actively encourage customers to tell us about their experiences – and use what we are told to drive up service standards across the company.

The 60-strong team of tenant service inspectors has been fundamental to improving the quality of our estates, and the consistency of service in our housing offices.

Building on this track record of involvement, next year we shall go even further – by introducing a Resident Scrutiny Panel, who will carry out in-depth investigations into our services.

## Improving communities

Our vision is 'homes and places where people want to live'.

Our Secure Warm Modern programme is improving thousands of homes across the city. Its priorities were established *by tenants for tenants* – and our customers are central to improving standards while driving down costs.

We've also arranged for almost 100 apprentices to learn a trade – very often young people from our estates. Our investment in improving your homes is supporting more than 600 jobs and local suppliers.

By the middle of September 2010, we have reduced the number of lettable empty council properties to a record low of 268 – less than half the figure of two years ago.

Together with our partners at Nottinghamshire Police and the Community Protection Team, we have been tackling anti-social behaviour (ASB) head on. This year we were the first Arms Length Management Organisation (ALMO) to receive the prestigious national Housemark accreditation for the way we deal with ASB.

## Future plans

Over the next year we will establish a single contact centre, so customers have just one telephone number to ring.

We shall launch an improved 'HomeLink' choice-based lettings service in partnership with Nottingham's major housing associations, alongside a new allocations policy.

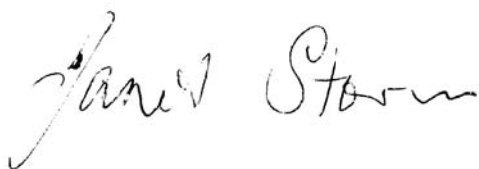
We are introducing new technology and new ways of working in the repairs service. This way, we can get to jobs faster and complete more on the first visit. This means our costs will be lower.

We'll also modernise our tenancy and estate management service to better serve you in your communities.

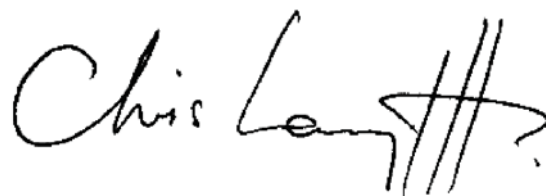
These major initiatives, combined with efficiency savings across the company, will help improve services and save money.

We have ambitious yet realistic plans – and our customers' involvement is vital to their success.

These are difficult and challenging times for us all. But they are also times of opportunity. Together we can build a better Nottingham.

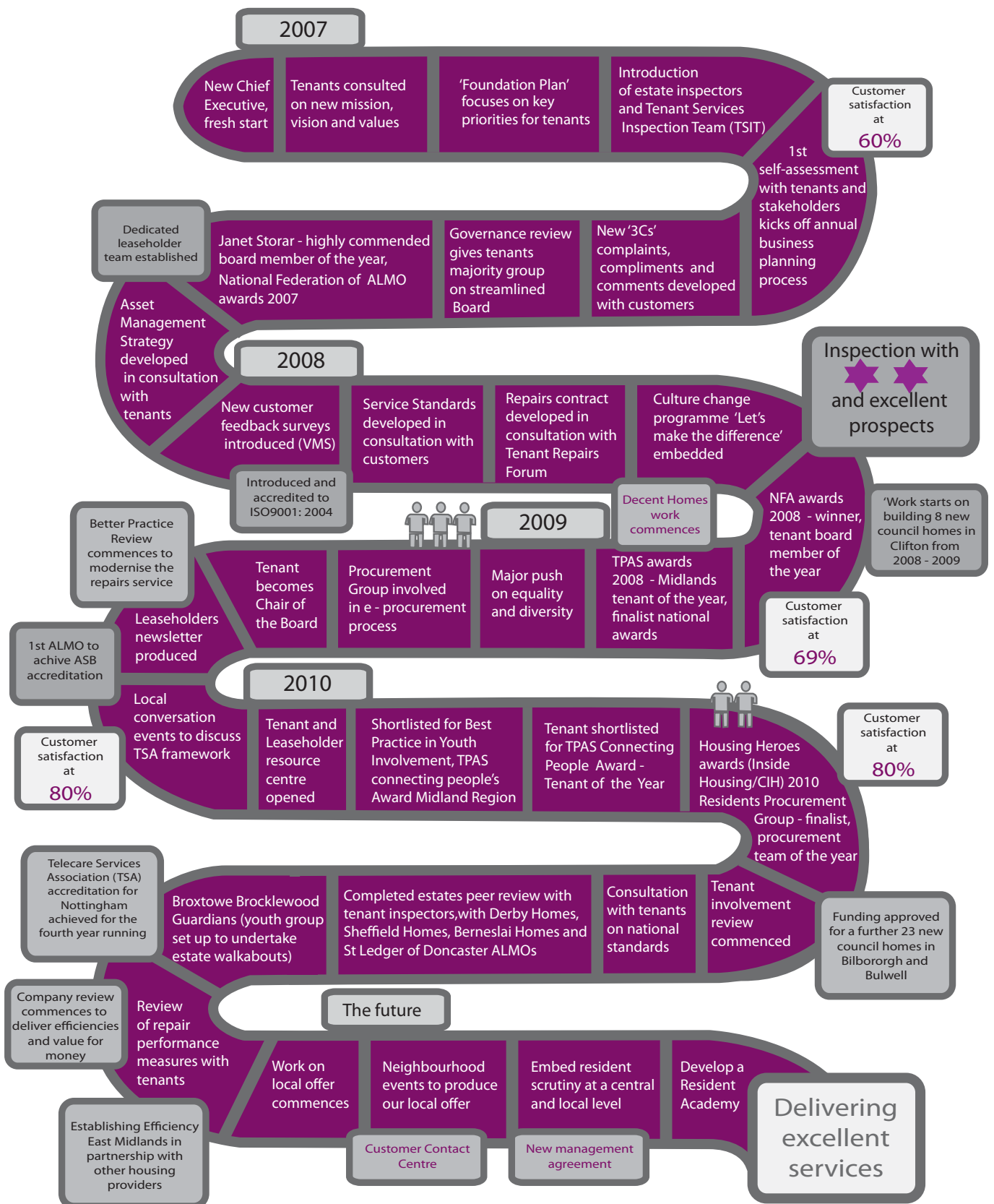


Janet Storar  
Chair of the Board



Chris Langstaff  
Chief Executive

# Tenant and leaseholder empowerment - our journey



# About us

Nottingham City Homes is an arms-length management organisation (ALMO) created in April 2005 by Nottingham City Council to manage its housing stock. Our core business includes:

- Managing the city's housing register
- Re-letting empty homes
- Rent collection and arrears recovery
- Sheltered housing
- Tenancy and estate management (including dealing with anti-social behaviour)
- Caretaking
- Repairs and maintenance
- Tenant and leaseholder involvement
- Services for 1,000 leaseholders
- Managing Nottingham City Council's family homelessness hostel.

## **At a glance:**

- Non-profit-making limited company
- Board of 12 non-executive directors – three councillors, five tenants and leaseholders, four independent members
- Chaired by tenant – Janet Storar.

## **Our objectives:**

- To deliver excellent customer focused services
- To engage customers in influencing the shape and quality of the housing services we provide
- To be a key partner in the delivery of safe and sustainable neighbourhoods
- To be a key partner in the transformation of Nottingham's neighbourhoods
- To be an excellent organisation.

## **Mission**

- To deliver excellent services.

## **Vision**

- Homes and places where people want to live.

## **Values**

- Tell the truth
- Keep promises
- Be fair
- Respect the individual
- Work as one team
- Encourage fresh thinking
- Strive for the best.

# Our people

**1,100** **employees**

ASPIRING

WORKING

We want to improve the skills of our people and our organisational culture to deliver our vision, values and priorities.

We provide our managers with the tools to get the best out of their teams – and continually invest in employee training. We are committed to the Government’s Skills Pledge. We support our employee care groups, including our Disabled Employees and Carers Forum, and Ethnic Minority Employee Forum. We plan to establish a Lesbian, Gay, Bisexual and Transgender (LGBT) Forum.

We promote excellent employee relations by developing close working relationships with employees, managers and trade unions.

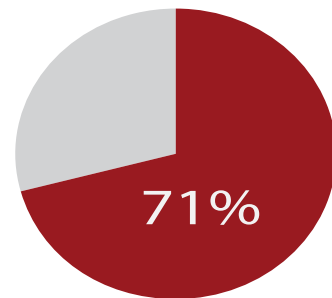


97 employment and training opportunities

Apprenticeships, ‘One in a Million’ scheme and Future Jobs Fund

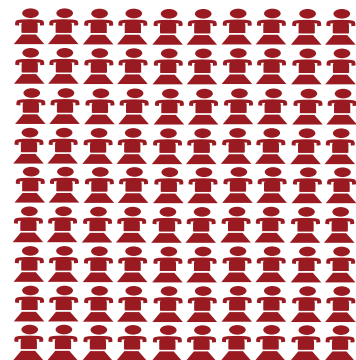
**224**

National Vocational Qualifications for employees



of apprentices live in Nottingham city

- ✓ Regional winners for Partnership and Collaboration at the National Training Awards
- ✓ Chartered Institute of Building (CIOB) award winner for training and sustainability
- ✓ Signed the Government’s skills pledge
- ✓ Two managers successfully completed a Black Leadership Programme
- ✓ 13 leaders completing Institute of Learning and Management Level 5 Certification in coaching and mentoring



90 work experience placements for inner city students

# Our customers

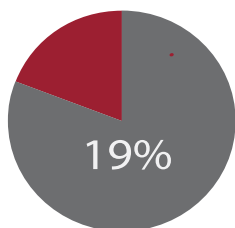
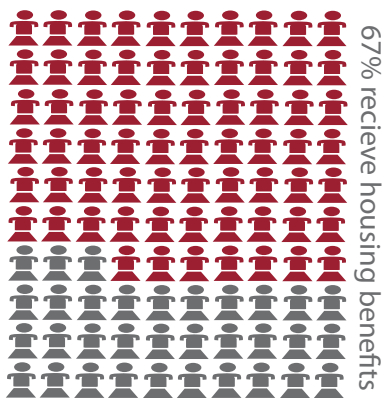
We manage homes in some of the most deprived parts of Nottingham.

Many tenants are among the most disadvantaged groups. The city faces significant challenges around health, unemployment, community safety and environmental sustainability.

The quality of housing is clearly linked to all these issues. We play a pivotal role in creating sustainable and cohesive neighbourhoods and communities.

Our customers' top priorities include:

- Successful completion of the Decent Homes programme (Secure Warm Modern)
- Providing a high-quality repairs service with a focus on 'getting the job right first time'
- Tackling community concerns such as anti-social behaviour (ASB)
- More investment in tenant and leaseholder involvement
- Minimising the time properties are empty
- Supporting vulnerable tenants.



of tenants are from black, minority and ethnic (BME) backgrounds

27,877 tenants, including 2000 sheltered housing tenants  
1,035 leaseholders



27% are over 60

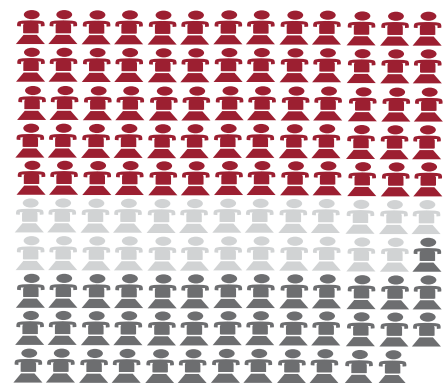


58% are women



20% consider themselves to have a limiting longterm illness or disability

## New tenancies



From BME background  
33%

Under 25  
25%

Under 40  
66%

# Our homes

SAFER

FAMILY

FAIR

GREEN

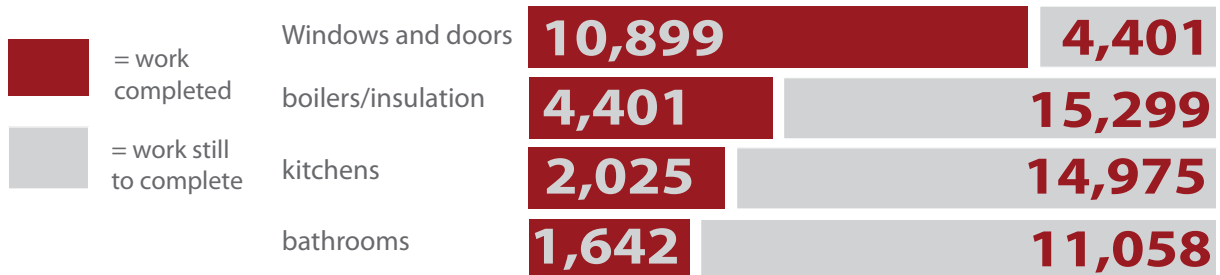
NEIGHBOURHOOD

HEALTHY

# 29,000 homes



## Decent Homes progress



# Our impact

We are members of 'One Nottingham'. It's the local strategic partnership, where all the public sector agencies in the city work with the voluntary sector and the private sector, to improve everyone's quality of life.

One Nottingham's Sustainable Community Strategy (also known as the Nottingham Plan), sets out the partnership's key themes and objectives.

At Nottingham City Homes we're committed to playing our part in helping the city achieve its ambitions.

In fact this is so integral to how we work, that evidence of it is highlighted throughout the report. You can see below a brief guide to each of the themes and priorities, next to a stamp mark. When you see the stamp in the report it is to demonstrate our contribution to that theme or priority.

**Aspiring Nottingham** *The city is looking to 'raise the aspirations of all across the city, particularly those who have felt excluded for too long'. For example, we have free 'involved customer' training.*

ASPIRING

## Neighbourhood Nottingham.

*Transforming Nottingham's neighbourhoods. The Secure Warm Modern programme is improving the city's housing stock. Our estate inspection process helps to drive up the quality of neighbourhoods.*

NEIGHBOURHOOD

**Green Nottingham** *The city is looking to 'move Nottingham into a lower carbon future, and live within our environmental limits.' For example, we are saving households more than £250 a year in energy bills by fitting new boilers and double glazing.*

GREEN

**Family Nottingham.** *Ensuring that all children and young people thrive and achieve. We demonstrate this by being a committed partner in the Early Intervention Programme. This aims to provide secure tenancies to build communities and help children to stay at the same schools.*

FAMILY

**Fair Nottingham.** *The city says it is wanting to have a 'renewed reputation for treating its citizens fairly - achieving equality of opportunity and valuing diversity.' Our company values focus on principles of equality and fairness*

FAIR

**Working Nottingham** *Tackling poverty and deprivation by getting more local people into good jobs. We have almost 100 people learning skills through our training and apprentice programmes.*

WORKING

**Healthy Nottingham** *Improve health and wellbeing. Our Secure Warm Modern Programme will save the NHS up to £1.2 million a year. Our Nottingham On Call emergency response service helps people live at home independently for longer.*

HEALTHY

**Safer Nottingham** *Reduce crime, the fear of crime, substance mis-use and anti-social behaviour. We work in partnership to tackle ASB across the city - the first ALMO in the country to win 'HouseMark' accreditation.*

SAFER

# The housing standards

Nottingham City Homes operates under rules set out by the Tenant Services Authority (TSA). The TSA has set out a number of national standards, which all housing providers have to meet. These are:

## **Tenant involvement and empowerment**

- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to diverse needs.

## **Home**

- Quality of accommodation
- Repairs and maintenance

## **Tenancy**

- Allocations
- Rent
- Tenure.

## **Neighbourhood and community**

- Neighbourhood management
- Local area co-operation
- Anti-social behaviour.

## **Value for money**

- How we are making the best use of our resources.

Equality and diversity is a cross-cutting theme which runs through all the TSA standards. We are committed to embracing equality and diversity and embedding it in all our work.

These standards are set out over the next pages – along with a description of how we are meeting them. We've designed the pages so you can easily see what we have done, and how well we have done it.

## **Explaining customer satisfaction**

When we talk about customer satisfaction, you'll see references to 'VMS', which stands for 'vision management system'. After we've delivered a service, we ask a random selection of customers to give us their views on how we performed.

Each questionnaire asks a series of questions, where customers give an answer from 1 (very unhappy) to 10 (very happy). We add up the answers to get an average score out of 10. The performance figures reported here show the overall satisfaction with our services from everyone who completed and returned a form to us.

We use the results to identify where we are doing well – and where we're not. We contact any unhappy customers to find out more and to put the problem right. Where you see satisfaction referred to as a percentage, these figures are from our annual 'STATUS' customer survey, carried out in summer 2009.

## **Future plans**

At the end of every standard, you'll find a page setting out what we plan to do next.

The 'tree' shows what we're doing to meet the TSA's national standards.

For three of the standards the TSA requires us to develop a 'local offer'. This means developing standards which set out how we will provide services in the city. Crucially these must be developed with our customers.

You can read more about this in the last section of this annual report.

# The tenant involvement and empowerment standard

Many people come to Nottingham City Homes feeling they have little choice. We can be seen as a last resort to find a home. In contrast, many others are very proud to be lifelong council tenants.

We are committed to helping all our customers to have choice and control over the services we provide. How do we do this?

- By listening to you
- By supporting customers to get involved in decision making – from their local estate to the Board
- By offering customers a wide range of ways to scrutinise our performance
- By involving tenants in what we buy on their behalf
- By employing people who understand and represent our diverse communities
- By involving tenants to help us set rent levels and decide priorities
- And a whole host of other things too!

We want to work with our customers to make our services the best they can be. If we can't get things right, we want to make amends quickly. We continue to try to get things right first time, more often.

To do this, we have agreed principles for tenant involvement and empowerment with the Tenant and Leaseholder Congress. These are:

- Customers and communities at the heart of our business
- Having conversations that matter and make a difference
- Promoting and embracing equality and value diversity
- Embedding involvement into all functions and activities
- Transparency.

We have a 'menu of involvement' that offers customers a wide range of options to work with us – from filling in a simple 'home panel' survey to becoming a Board member.

We're not perfect yet by any means – but we're committed to developing new ways of empowering our tenants to improve both their quality of life and their communities.

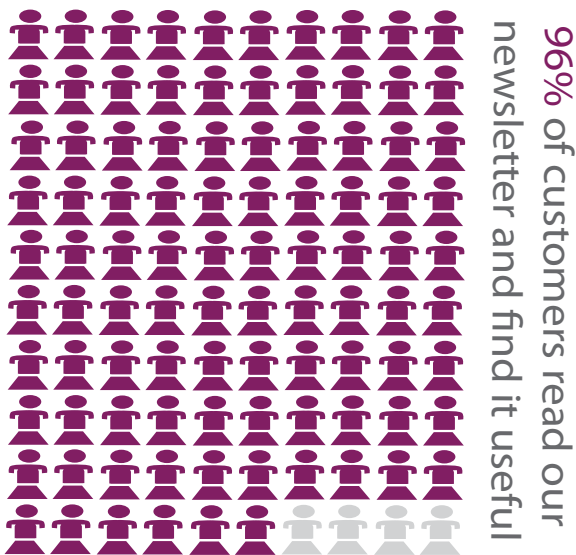
This section shows you what we have done over the last year, how well we are doing – and what we're planning for the future.

# Customer service, choice and complaints



**1** Comprehensive range of customer information

**250,000**  
website visitors



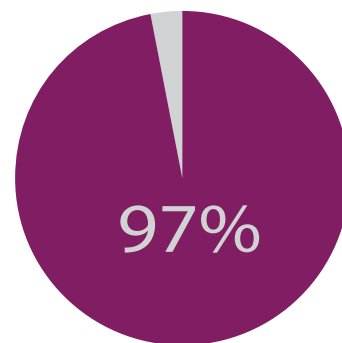
**2** Customer involvement in communications

Customer Communication panel running for the last 2 years acts as an editorial group for the tenant newsletter



The panel elected a member to act as a "critical friend" as we wrote this report

**3** Compliments, comments and complaints service and Vision Management System (VMS) put customer feedback at the heart of service improvements



of complaints answered within 5 days. Low scores trigger immediate enquiries and improvements

**4** Company Improvement Clinics review customer satisfaction and learn from complaints

**14**

Service Area Improvement Clinics



Customer satisfaction with ease of reporting a complaint 7 out of 10

# Involvement and empowerment

NEIGHBOURHOOD

ASPIRING

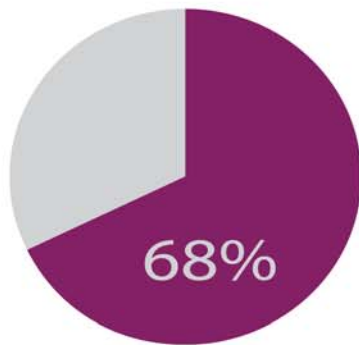
FAIR

1

Customer empowerment at the heart of our business

# 2,000

customers on our involvement register



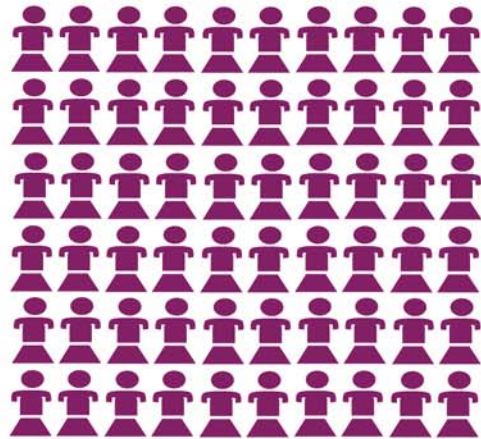
of customers satisfied with decision - making opportunities, up from 59%

We work with the Tenant and Leaseholder Congress to improve services. There are also 9 area panels and groups including:

- Black and Minority Ethnic Forum
- Sheltered Housing and Telecare User Forum
- Homes 4 Us Forum for disabled people and carers
- Repairs Forum
- Tenancy and Estate Management Forum
- Rents Panel
- ASB Scrutiny Panel
- Allocations Customer Focus Group
- Customer Care Panel (Secure Warm Modern)
- Procurement Group
- Leaseholders Forum
- Tenant service inspectors team
- Tenant block inspectors

2

Tenant inspectors driving up standards of service and quality of estates



More than 60 tenant inspectors recruited

3

Working with customers to shape our 'local offer'

**Neighbourhood events being held in November 2010 in Aspley and St Ann's**

4

Customers know how we're performing against our standards



**Regular performance updates to customer forums and quarterly reports in our newsletter**

# Involvement and empowerment

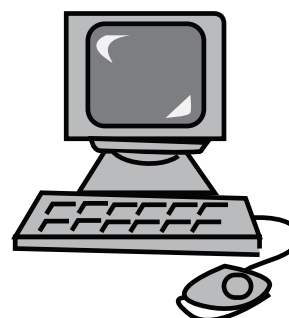
NEIGHBOURHOOD

ASPIRING

5 Resident Scrutiny Panel being set up as part of our local offer



6 Customer training programme to improve ability to challenge and influence service development



Tenant and Leaseholder Resource Centre opened in January 2010

7 CIH Active Learning Qualification support



*“Being involved means my voice is heard and I can help to shape the services that affect me, my family, neighbours and local community. I do feel I have made a real difference and hope to do a lot more in the future.”*

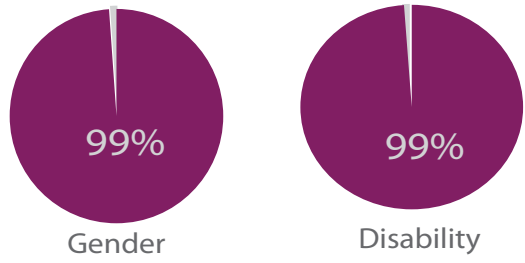
# Understanding and responding to diverse needs

HEALTHY    NEIGHBOURHOOD    ASPIRING    FAIR

**1** We are committed to challenging discrimination and promoting equality for all

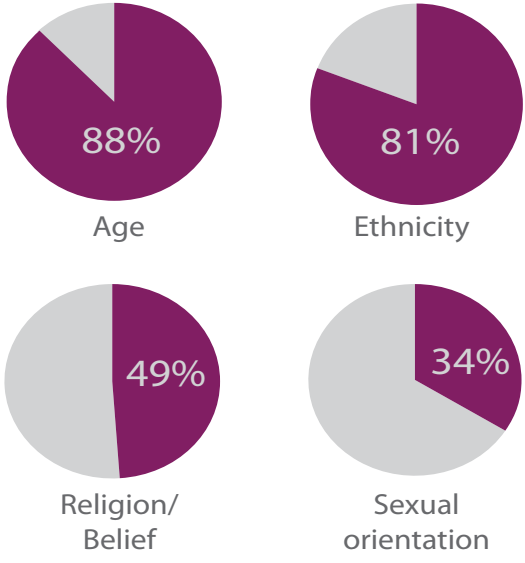
- ✓ Company values include 'respect the individual'
- ✓ Programme of equality impact assessments of all services
- ✓ Single Equality Scheme
- ✓ Stonewall accreditation
- ✓ Positive about disabled people accreditation
- ✓ Partnership with Remploy

**2** Improving our understanding of customers to help us design better services. For example we currently know the age of 88% of our customers



**3** Working with tenant groups to improve services

- ✓ Homes4Us Forum for disabled people and carers
- ✓ Sheltered Housing and Telecare Users Forum for customers in sheltered accommodation
- ✓ BME Forum for people from a Black and Minority Ethnic background

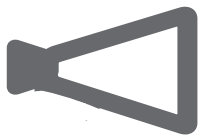


**4** Supporting vulnerable customers

We hosted a HomeLink inclusion event attended by up to

**60**  
partners

to raise awareness and promote greater access



**'Helping Hands' scheme for vulnerable customers during decent homes work**

# Plans for 2010 -11 and beyond

## Launch Resident Scrutiny Panel

So customers can challenge our performance and services more effectively

## Produce an empowerment toolkit

Straightforward support and advice to help more people get involved and improve their communities

## Hold our second Homes 4 Us conference

To focus on issues of concern to disabled tenants and leaseholders and their carers

## A new tenant and leaseholder involvement framework

Building on the success of the 2007-10 involvement compact

## Launch a Resident Academy

Academies help tenants and leaseholders develop skills, knowledge and confidence to improve their influence in the housing service and their local community

## Improve communications

A revised communications strategy, new social networking tools and much more

## Develop a Youth Forum

To better engage with young people, focus on their priorities and give them a voice

## Set up Lesbian, Gay, Bisexual and Transgender Forum and win full Stonewall accreditation

We are committed to understanding our customers and tailoring services to their needs



# The home standard

Council homes in Nottingham missed out on investment for too long – but all that changed with the launch of our 'Secure Warm Modern' programme in early 2009.

We are committed to making all our homes meet the national Decent Homes Standard: a home that is warm, weatherproof and with modern facilities in the kitchen and bathroom.

We want to be a good landlord by making repairs quickly, having a planned maintenance programme, and providing aids and adaptations for those who need them.

We're committed to improving our repairs service – using the latest technology to send the right person, with the right skills, to the right job as fast as possible.

This section shows you what we have done over the last year, how well we are doing – and what we're planning for the future.

***John Riley, of Wollaton, has recently had a new heating system fitted under the Secure Warm Modern programme.***

***He said: "I had new radiators and a boiler fitted this year and it has made a tremendous difference to us already. We've now got hot water whenever we need it."***

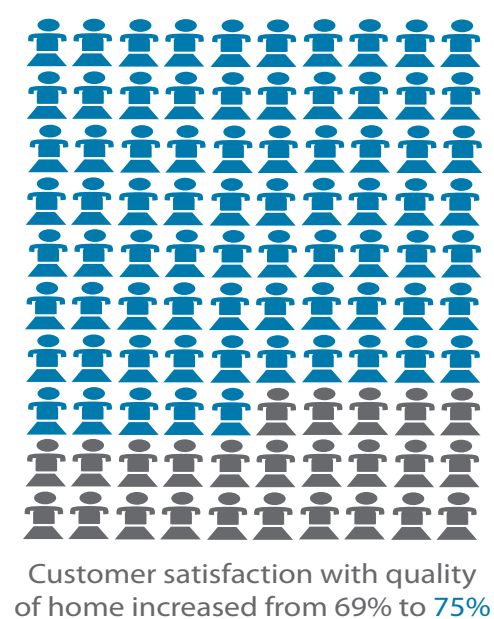
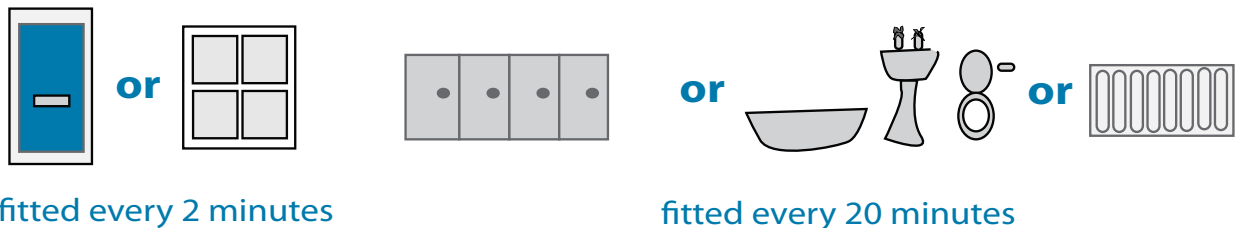
# Quality of accommodation

SAFER HEALTHY NEIGHBOURHOOD

## 1 Improving thousands of council homes through the 'Secure, Warm Modern' programme

- 75,000 windows and doors to 10,899 properties
- 4,401 heating systems
- 676 electrical rewires
- 1,642 bathrooms
- 2,025 kitchens

### Which means



# Quality of accommodation

SAFER

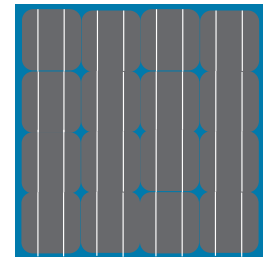
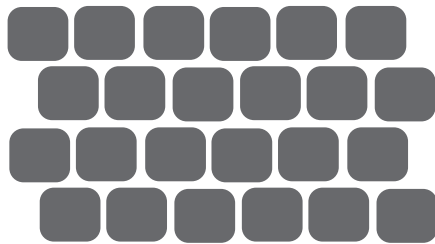
HEALTHY

NEIGHBOURHOOD

GREEN

2

Asset Management Strategy and stock sustainability initiatives to maximise quality and lifespan of our homes.



A pilot for solid wall insulation, air source heat pumps and solar panels launched

3

Building new council homes



38 new homes across three sites



8 new homes opening in Clifton before Christmas 2010

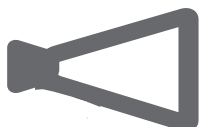
**First time  
in 25 years**

4

'Decent Homes Plus' Nottingham standard agreed with tenants in 2008 - priorities of security, warmth and modern facilities.



Customer Care Group monitor and challenge NCH and contractors to improve



**'Secure Warm Modern' programme  
branded and launched January 2009.**

# Repairs and maintenance

**1** Five year, £142m repairs contract won by NCH in 2008. Committed to providing an efficient, responsive, 'right first time' repairs service.

# 130,000 Repairs requested



94% of repairs completed on first visit

Customer satisfaction with repairs (VMS)

**7.96**  

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**10**

Quality of repairs

**8.44**  

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**10**

Ease of reporting

**8.18**  

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**10**

Appointment time

**8.44**  

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**10**

Quality of contact  
handing



75% of tenants satisfied with repairs service (63% in 2008-9)

# Repairs and maintenance

FAIR

SAFER

HEALTHY

NEIGHBOURHOOD

**2** Committed to improving speed and quality of service

M	T	W	T	F	S	S
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
✓	✓	✓	✓			

**Aids and adaptations requests completed within an average of 18.6 working days compared with 30.5 in 2008-09**

- ✓ Audit Commission say gas servicing is national 'best practice'
- ✓ ISO quality management system accreditation for Property Services
- ✓ Better practice review established to create new working practices

**3** Committed to working with customers to improve standards

- ✓ Repairs Forum reviews service quality and value for money
- ✓ Tenant-led equality impact assessment

**4** Improving fire safety in high rise blocks

- ✓ New alarm and smoke detector programme across blocks, in partnership with Nottinghamshire Fire and Rescue Service

**5** Improving quality of life for all

- ✓ Fact sheets issued to all tenants about asbestos and preventing condensation

# Plans for 2010 -11 and beyond

Modernise our repairs service through the 'Better Practice Review- including; rolling out new technology and 'opti-time' systems to streamline the repairs service, improve efficiency and customer satisfaction.

Complete our 'Secure Warm Modern' programme providing new heating and insulation and new kitchens and bathrooms to thousands of homes across the city

Review our fleet management to streamline the number of vehicles and secure efficiencies

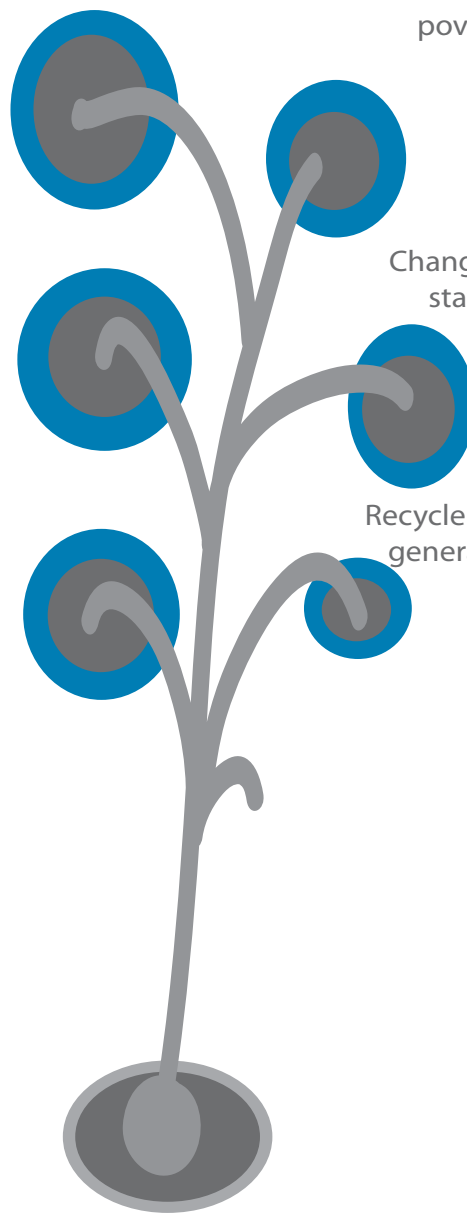
Carry out work to sheltered properties to improve access for disabled people

Install digital TV aerials in our blocks of flats

Encourage customers to save energy (and reduce fuel poverty) through partnership work with public and private organisations

Change how we pay our repairs staff, based on range of skills and performance

Recycle at least 80% of the waste generated by the 'Secure Warm Modern' programme



# The tenancy standard

Everyone who wants to rent a home from us has the right to get clear, impartial advice from a service that lets properties quickly and fairly.

We run the HomeLink service on behalf of Nottingham City Council and 11 other landlords. Together we're responsible for allocating more than 37,000 homes in Nottingham - and around 3,500 lettings every year.

We want to provide the best value for money - keeping rents affordable and helping tenants stay in their homes through effective debt advice. We offer free support for all tenants who ask for it and have helped more than 1,200 tenants claim £1.25m in extra housing benefit in 2009-10.

Our customers can expect a clear guide to their rights and responsibilities when they sign their tenancy agreement.

And we want to build sustainable communities, by helping as many people as possible become secure tenants.

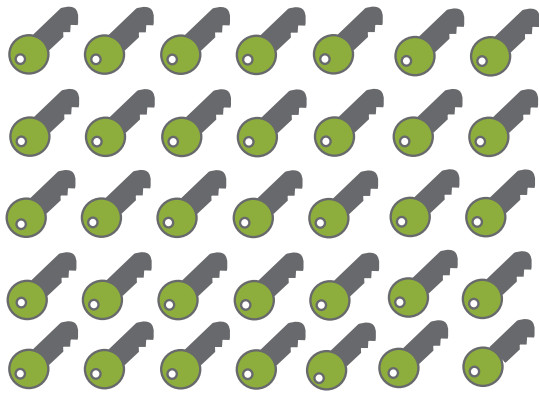
***Mrs Latham of Old Basford, said of her Financial Inclusion Officer: "I'm so grateful to Jill. Without her help I wouldn't have had this extra money and would have been struggling to pay my bills. Her help has made a huge difference to my life."***

# Allocations

FAMILY

FAIR

**1** Robust allocations policy and choice based letting scheme - greater choice and transparency for all customers



**37,000** properties and **3,500** lettings per year

**2** Lead partner for 'HomeLink' lettings system, with 11 registered social landlords



Customer satisfaction with bidding process (VMS): **7.12** out of 10

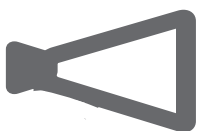
**3** Committed to reletting homes as quickly as possible



Average **38.43** calendar days to re-let homes (down from 49 days)

M	T	W	T	F	S	S
✓	✓	✓	✓			

Average 3.58 days to register new application (down from 8.2 days)



**Empty properties reduced to a record low of 276 = £1m in extra rent**

# Allocations

FAMILY

FAIR

## 4 Committed to fair and consistent allocations process



## HomeLink support officers helped

# 1,300

Find new homes

Supported the Nottinghamshire Gypsy, Roma and Travellers Partnership, and the Travelling Together project.

Funded NG7 Project to support the Asian community in Hyson Green and the surrounding area through the HomeLink process

# Rents

1 Support for customers to maximise income

FAMILY

ASPIRING

# £85,561,771

collected last year in rents



Tenancies lasting 1 year + up from **86% (2008) to 90%**

- 100%+ rent collection rates (including arrears) for the last 8 months
- Former tenant arrears reduced by £220,000 over 2 years
- Supported the debt advice service with over 450 clients assisted last year
- Customers involved in the annual rent setting process including training members of the Tenant Rent Panel

## Rent comparisons



Average weekly NCH rent £61.77



Average weekly housing association rent £83.06



Average weekly private sector rent £ 96.57

# Rents

FAMILY

ASPIRING

**2** Rent statements issued every three months. Annual customer letter explaining rent, charges and changes

# £1,250,000

1,276 tenants helped to claim £1.25m in Housing Benefit

- ✓ 1,000 tenants offered free debt advice
- ✓ Two 'money matters' guides sent to all tenants

- ✓ Two road shows featuring more than 50 local support organisations

**3** Committed to sustainable tenancies



Rent arrears reduced



Customer satisfaction with rent account information (VMS): **7.79 out of 10**

**4** Customers involved in annual rent setting process

- ✓ Customers priorities event, Nottingham Arena, October 2009 and area panels consulted

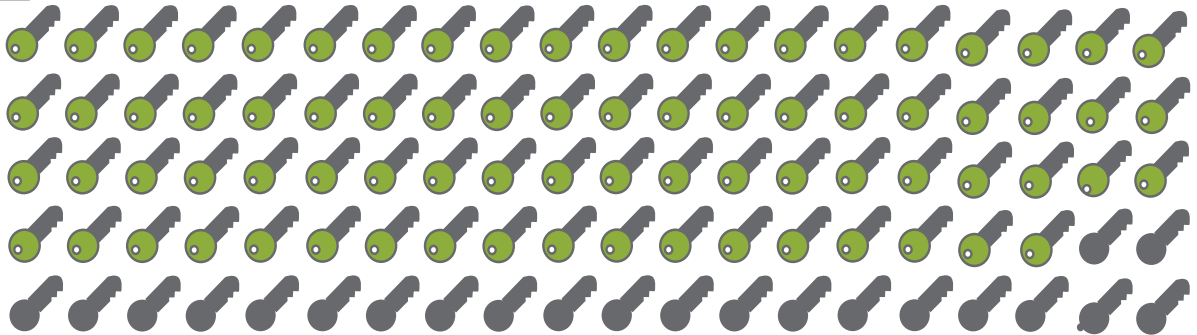
# Tenure

SAFER

HEALTHY

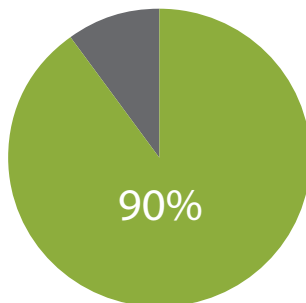
NEIGHBOURHOOD

## 1 Secure and introductory tenancies offered

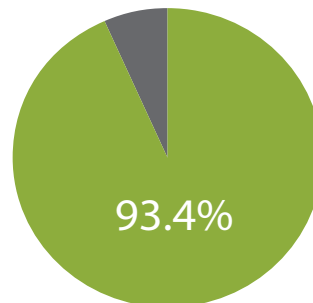


78% of introductory tenancies became secure

## 2 Sign-up process covers rights and responsibilities and new tenant visits by housing patch managers within first six weeks



New tenants visited in the first 6 weeks



Supported housing customers have a needs and risk assessment plan

## 3 Introductory tenancy reviews completed before the end of the first year



94% of all introductory tenancy visits completed before the end of the first year

# Plans for 2010 -11 and beyond

Launch a revised allocations policy

Refresh our home insurance product

Produce a dedicated 'Money Matters' magazine twice a year

Launch a co-ordinated benefits take-up campaign

Review the profile of our customers on the housing register, enabling us to develop policies that meet their individual needs

Increase the number of customers paying rent by Direct Debit

Help customers make better choices through improved property and local area profiles

Implement a range of improvements to our lettings process including daily offers and waiting list information tailored to individual applicants

Introduce a range of payment options for leaseholders to include paypoint

Issue leaseholders with quarterly repairs statements itemising repair work

Promote sheltered housing schemes to BME residents

Using customer profile data to better support those most in need

Extend the HomeLink support service for vulnerable people, in partnership with voluntary organisations

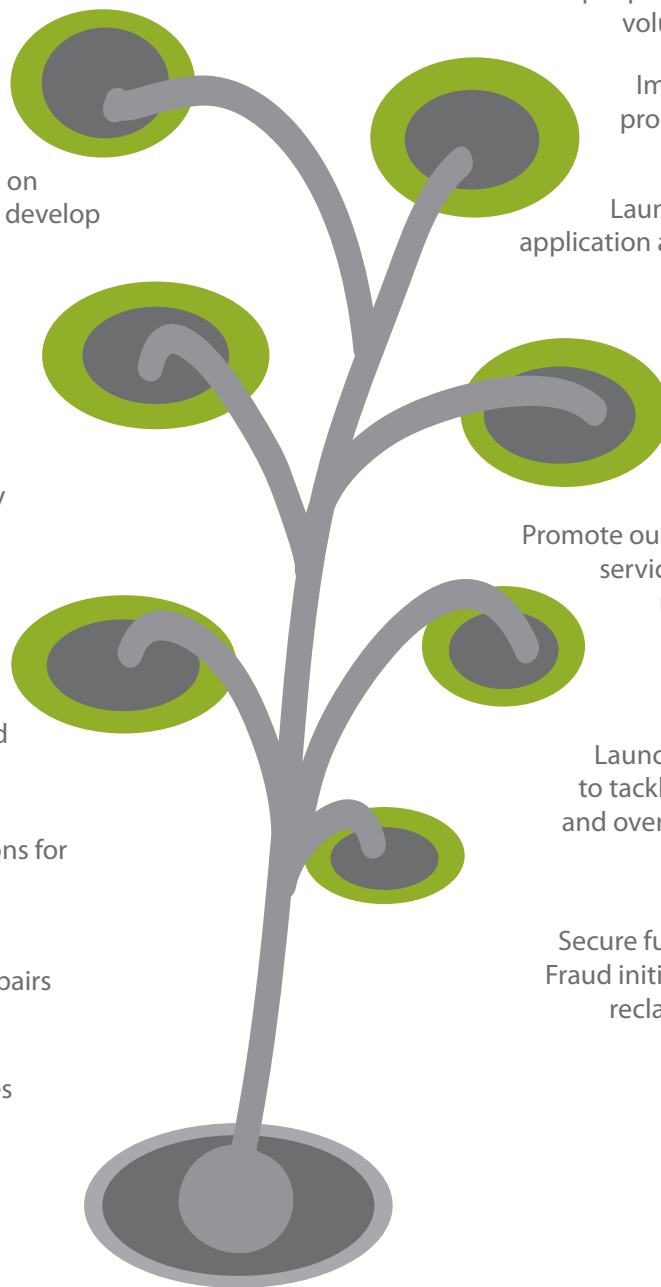
Improving the sign-up process for new tenants

Launch a new HomeLink application and bidding website

Promote our 'financial inclusion' service to help customers manage their money

Launch Pathfinder Project to tackle under-occupation and overcrowding in the city

Secure funding for a Tenancy Fraud initiative to identify and reclaim properties being illegally occupied



# Neighbourhood and community standard

We have a responsibility to keep our estates clean and safe.

Housing patch managers carry out estate inspections with tenants, leaseholders, residents, local councillors and partner agencies.

Our Nottingham On Call service provides a 24 hour emergency response service for our tenants and those of other councils and housing associations.

Of course, we don't work alone. We work closely with our customers and partners – such as the city council, the police and a large number of agencies who offer frontline support to individuals and families.

We will continue to empower local tenants and leaseholders to push for improvements in their communities.

This section shows you what we have done over the last year, how well we are doing – and what we're planning for the future.

***“My Housing Patch Manager was so supportive when me and my family were having problems with a noisy neighbour. With their advice and guidance we have been able to resolve the issues and we now have a better relationship with our neighbours.”***

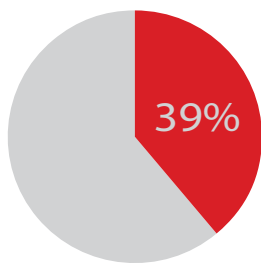
***Meadows tenant***

# Neighbourhood management

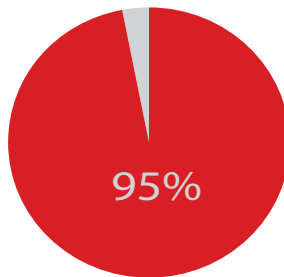
ASPIRING

NEIGHBOURHOOD

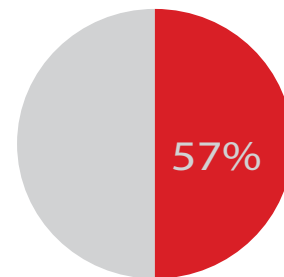
## 1 Estate inspections - tenant led system for improving estates, the Tenant Services Inspection Team (TSIT)



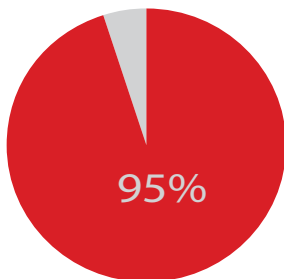
Estates scored as 'two or three' stars by TSIT (April 2007)



Estates scored as 'two or three' stars by TSIT (March 2010)



Estates now three stars by TSIT (just 11% in 2007)



High rise blocks two stars + by TSIT (March 2010)



Offensive graffiti removed in 24 hours

## 2 Housing patch managers carry out estate inspections with tenants, leaseholders, residents, local councillors and partner agencies



Audit commission say tenancy and estate management service is 'best practice'

ISO quality management system accreditation for housing management

# Local area co-operation

SAFER

NEIGHBOURHOOD

1

Working with partners to deliver safe and sustainable neighbourhoods, including:

- Community Protection
- Neighbourhood action groups
- Local area groups
- Area panels
- Area committees
- Nottinghamshire police
- Schools
- Tenant and resident associations
- Nottingham City Council Neighbourhood Management
- Family Intervention Project
- Nottingham Mediation Service



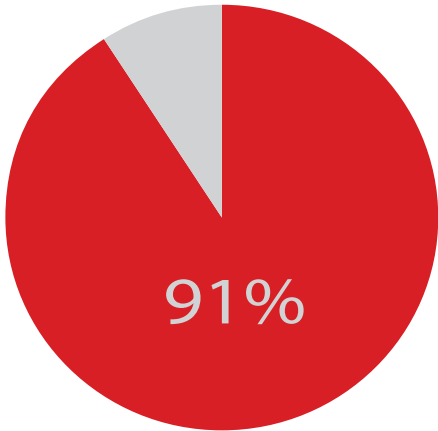
71% of customers feel safe in their homes after dark



86% of customers feel safe walking in their areas during the day

**8 weeks**

of action to target low-level crime



feel safe in their homes during the day

# Anti-social behaviour

FAMILY

SAFER

NEIGHBOURHOOD

1

We are leaders in tackling anti-social behaviour. We are the first ALMO to receive independent ASB accreditation. Working in partnership with Community Protection, Nottinghamshire Police and others. We are a key partner in multi-agency risk assessment conferences (MARACs) - supporting victims at high risk of domestic violence. Our housing patch manager network supports victims and tackles perpetrators.



2

Tenant-led ASB scrutiny group influencing strategy and policy



# Anti-social behaviour

FAMILY

SAFER

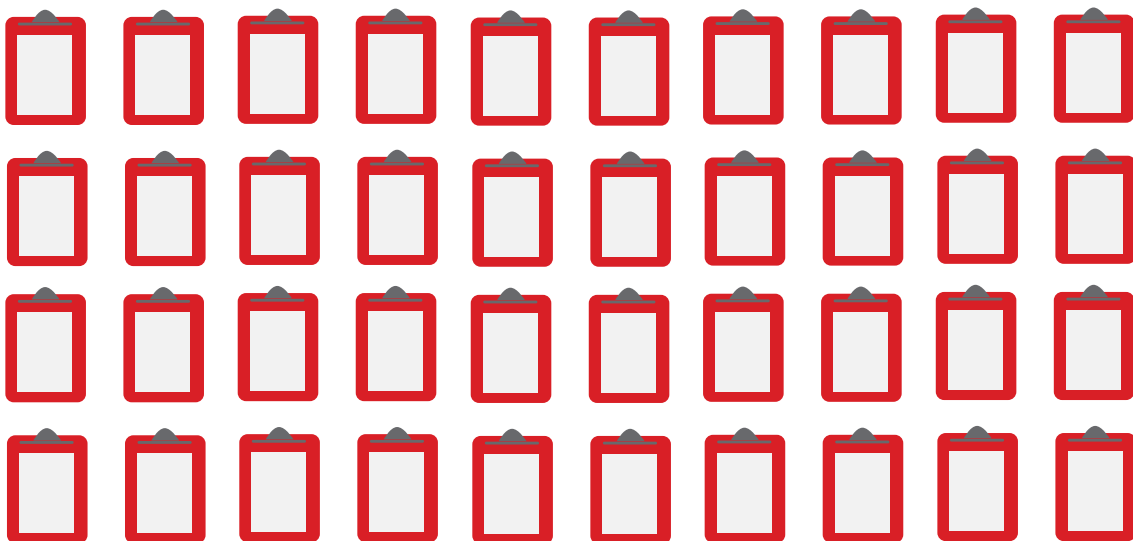
NEIGHBOURHOOD

## 3 Supporting victims of anti-social behaviour



1,253 cases up from 457 cases in 2008-09

## 4 Supporting early intervention - supporting vulnerable tenants



40 cases referred for support in 2008-09

# Plans for 2010 -11 and beyond

Equip Housing Patch Managers(HPMs) with mobile technology to improve efficiency and the service to our tenants

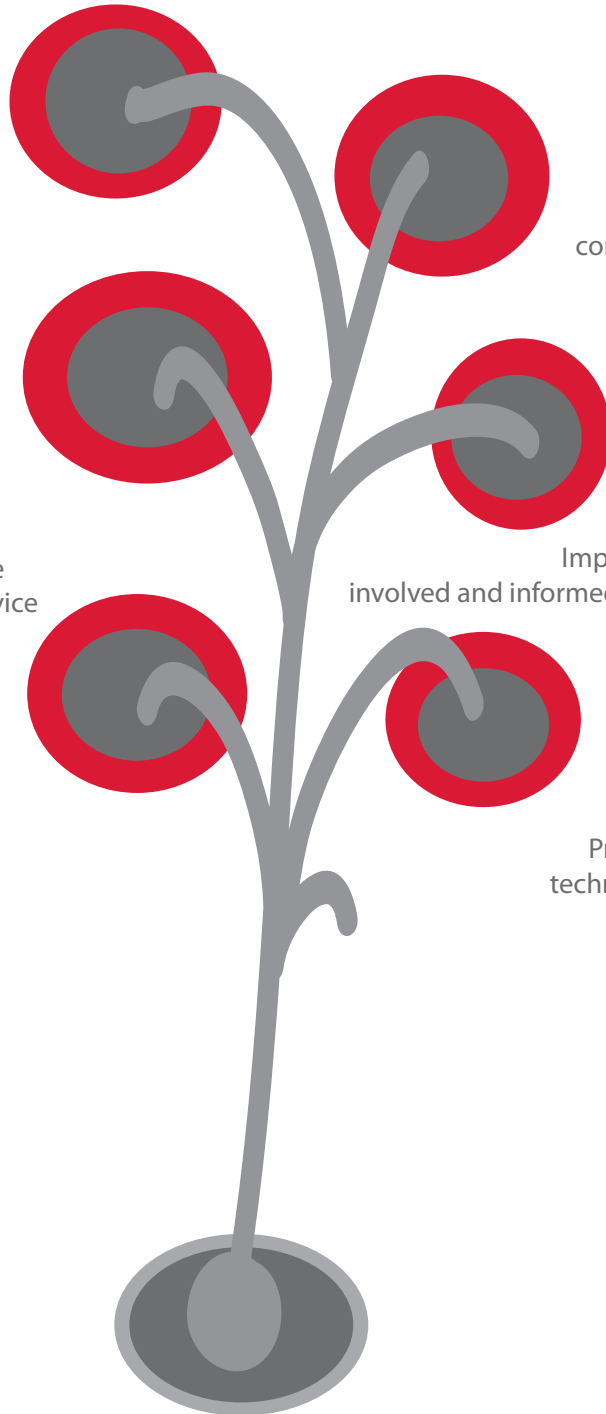
Continue to involve tenants in scrutinising our estates and blocks

Review the role of (HPMs), with tenants and partners, to provide a more visible and localised service

Establish a Customer Services Centre to provide one point of contact for all customer enquiries

Improve how we keep customers involved and informed about estate improvements

Provide caretakers with mobile technology, to help them respond to jobs faster



# Value for money standard

We want to provide services that are both high in quality and fair on cost.

We aim to use our resources wisely – from how we buy goods and services and how we get the best from our buildings to how we can get the very best from the skills and talents of our 1,100 staff.

We firmly believe that by involving our customers, we can get better value. Our Resident Procurement Group has helped us save millions from the cost of the 'Secure Warm Modern' programme to improve your homes.

This section shows you what we have done over the last year, how well we are doing – and what we're planning for the future.

***Mark Johnson, Director of Property Services at Nottingham City Homes said:***  
***“We were astounded at the success of the online auction. It is a fantastic new way to get value for money. We have thousands of items to purchase and this innovation helps us find the best quality products for the lowest price.***

# Value for money

ASPIRING

WORKING

1

Committed to providing increasingly cost-effective services

**£10,483,000**

value for money savings reported to Nottingham City Council under national indicator 179

**£500,000**

'invest to save' programme established

2

Committed to high quality procurement, maximising value for money and quality

✓ E-procurement auctions established savings of £7m within the Decent Homes programme, demonstrating the companies effective use of modern procurement techniques

✓ Leading Efficiency East Midlands procurement consortium, with other regional housing companies

✓ Finalist in national Housing Heroes Awards for innovative and effective procurement methods

3

Committed to improving productivity

4

Committed to involving customers in value-for-money initiatives

M	T	W	T	F	S	S
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
✓	✓	X				

sickness absence reduced from 13.5 days to 12.1 days

✓ Resident Procurement Group helping award 'Secure Warm Modern' contracts

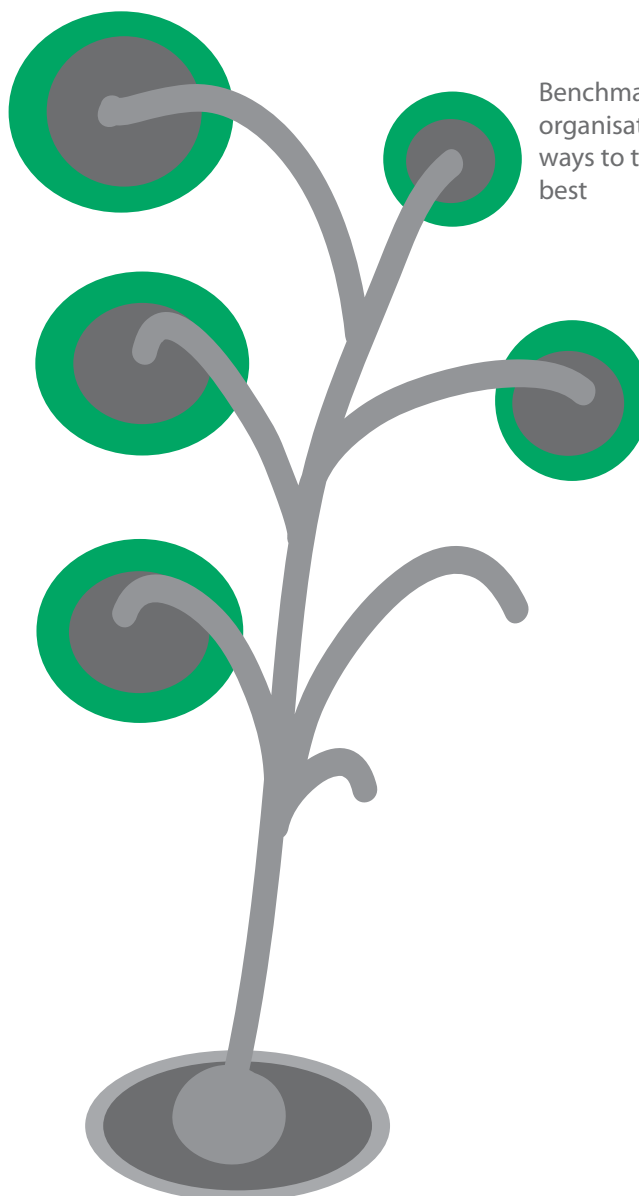
✓ Customers help set service and expenditure priorities during annual business planning cycle

# Plans for 2010 -11 and beyond

Complete a full review of all services - identifying how to maintain/improve services in event of budget cuts (Government Comprehensive Spending Review)

Identify new business opportunities to raise income

Combine our repairs and rent contact centres to reduce costs and raise efficiency



Benchmark our costs with similar organisations, and develop new ways to teach, and learn from the best

Improve further our performance and savings through improved procurement

# Shaping our local offer

In the last section we told you about what we're doing – and what we're planning to do next – to meet the TSA's national standards.

The TSA also requires all housing providers to develop a 'local offer' – or services tailored to meet our customers' needs.

During 2010 we've been talking to our tenants and leaseholders about the issues that matter most to them. We've used what they've told us to set out our future plans and principles, which you can read here.

## Tenant Involvement and empowerment

*We aim to:*

- Achieve a wider range of involvement – more closely representative of our communities, using innovative communication methods
- Build capacity among our customers, so they can develop skills and confidence to challenge us better. We shall support tenants and leaseholders to become board members
- Develop 'resident scrutiny' so customers can challenge us better
- Embed involvement across the company – more employees trained to engage with customers and improve services
- Reconnect with grassroots tenants by better understanding local neighbourhood issues
- Deliver added value and make effective community links through effective partnership working

*What we've done so far:*

- Involved tenants and leaseholders in a comprehensive review of the involvement process – to be completed by December 2010
- Agreed the principles for tenant involvement and empowerment at NCH with the Tenant and Leaseholder Congress
- Held a conference to review the effectiveness of our Area Panels in August 2010 – attended by 47 delegates, including tenants, leaseholders and councillors
- Agreed to develop resident scrutiny at a local level through our Area Panels and through a central Resident Scrutiny Panel
- Agreed to develop a 'Resident Academy' – to help tenants and leaseholders to develop their skills, knowledge and confidence, and improve their influence on the housing service and their local communities.
- Launched a Lesbian, Gay, Bisexual and Transgender tenant and leaseholder forum

*What else are we going to do?*

- Survey tenants and leaseholders on their views of involvement and empowerment
- Agree a new framework for tenant and leaseholder involvement in Nottingham, which will form the basis of our 'local offer'

## Home standard

*We aim to:*

- Improve thousands of council properties at least to the decent homes standard, through our 'Secure Warm Modern' programme
- Provide a high-quality repairs service with its focus on 'getting the job right first time'.

*What we've done so far:*

- Involved tenants in developing the priorities and approach of the Secure Warm Modern programme
- Carried out tenant-led procurement to improve quality and reduce the programme's cost
- Involved tenants in our Better Practice Review of the repairs service
- Introduced mobile technology and 'opti-time' systems to streamline the repairs service, improving efficiency and customer satisfaction.

*What else are we going to do?*

- Complete the installation of new secure-by-design windows to 20,000 homes by March 2011
- Review our range of responsive repairs performance indicators with our tenants and leaseholders to make sure these really reflect customer priorities.

## Neighbourhood and community standard

*We aim to:*

- Be a leading partner in local service delivery
- Provide a visible, local service that is accountable to our tenants and leaseholders
- Provide effective services to make our estates safe, clean and attractive places to live and work
- Have sustainable and cohesive communities on our estates

*What we've done so far:*

- Consulted with tenants and leaseholders on stopping cash collection at our housing offices
- Started planning two neighbourhood discussion days with customers, to develop the role of our housing patch managers.

*What else are we going to do?*

- Hold two neighbourhood discussion days in Aspley and St Ann's during November 2010, to help form the basis of our local offer
- Consult with tenants and leaseholders on alternative methods of delivering services in our neighbourhoods, including home visits and local surgeries.

# How your money is spent

## 1. Managing and maintaining your homes and neighbourhoods

Tenants' rent and other housing related income collected within the Housing Revenue Account (HRA) was spent in the following areas in 2009-10:

### NCH landlord activity

Repairs to dwellings	£ 18.30m
Planned repairs and maintenance	£ 5.65m
Property services management	£ 5.50m
Tenancy and estate management	£ 5.59m
Support services	£ 5.68m
Central and shared services	£ 4.26m
Sheltered and supported housing	£ 2.58m
Voids, lettings and allocations	£ 2.39m
Rent and arrears management	£ 1.64m
Estates and caretaking services	£ 1.23m

### Nottingham City Council retained budgets

Strategy, regeneration and performance	£ 3.88m
Public realm maintenance	£ 2.26m

TOTAL **£58.96m**

## 2. Investment in your homes and neighbourhoods

On behalf of Nottingham City Council we invested just under £46 million in 2009-10 to improve your homes and neighbourhoods as follows:

Decent Homes (Secure Warm Modern programme)	£ 34.04m
Major Capital Works (eg Empty properties, fire damage, TV aerials)	£ 9.87m
Health and Safety (eg Fire risk assessments)	£ 1.38m
Decent Neighbourhoods (eg Fencing, door entry systems)	£ 0.66m

TOTAL **£45.95m**

# How your money is spent

## FINANCE

### Summary of the company's financial statements for the year ended 31<sup>st</sup> March 2010

<b>Profit and Loss Account</b>	<b>2009-10</b>	<b>2008-09</b>
	<b>£</b>	<b>£</b>
Turnover	69,195,622	67,623,066
Other operating income	699,615	1,072,086
Operating cost	<u>(68,152,237)</u>	<u>(68,262,152)</u>
<b>Operating profit</b>	<b>1,743,000</b>	<b>433,000</b>
Interest payable	<u>(1,577,000)</u>	<u>(707,550)</u>
<b>Profit / (Loss) on ordinary activities for the year</b>	<b>166,000</b>	<b>(274,550)</b>

### Statement of total recognised gains and losses

Profit / (Loss) for the year	166,000	(274,550)
Actuarial Gain / (Loss) on pension scheme assets	18,037,000	(19,643,000)
Changes in assumptions underlying the present value of scheme liabilities	<u>(43,804,548)</u>	<u>20,623,461</u>
<b>Total recognised (Losses) and Gains relating to the year</b>	<b>(25,601,548)</b>	<b>705,911</b>
Prior period adjustment	-	<u>(773,000)</u>
<b>Total recognised (Losses) since the last report</b>	<b>(25,601,548)</b>	<b>(67,089)</b>

### Balance sheet

Stock and work in progress	1,279,468	1,254,333
Debtors	6,540,784	7,960,183
Cash at bank and in hand	6,732	7,052
Creditors due within 1 year	<u>(6,829,968)</u>	<u>(9,165,370)</u>
<b>Net current assets</b>	<b>997,016</b>	<b>56,198</b>
Provision for liabilities and charges	<u>(1,098,966)</u>	<u>(158,150)</u>
<b>Net assets excluding pension liability</b>	<b>(101,950)</b>	<b>(101,952)</b>
Pension liability	<u>(47,088,000)</u>	<u>(21,486,450)</u>
<b>Net liabilities</b>	<b>(47,189,950)</b>	<b>(21,588,402)</b>
Profit and loss account	(1,582,863)	(1,748,863)
Pension scheme reserve	<u>(45,607,087)</u>	<u>(19,839,539)</u>
<b>Deficit of Members' Funds</b>	<b>(47,189,950)</b>	<b>(21,588,402)</b>

### Cashflow statement

Net cash inflow from operating activities	8,926,245	1,369,993
Liquid resources	<u>(8,926,565)</u>	<u>(1,370,141)</u>
<b>Decrease in cash</b>	<b>(320)</b>	<b>(148)</b>



# Nottingham City Homes

working in partnership with



**Nottingham City Council**



**NOTTINGHAMSHIRE POLICE**  
Policing for you



**NOTTINGHAMSHIRE Fire & Rescue Service**  
Creating Safer Communities

**EEM** Efficiency East Midlands



nottingham  
**nc**  
**u**  
credit union

National Federation of **ALMOs**  
championing better homes and communities



**Nottingham BME Forum** Black and Minority Ethnic Forum  
Giving people a voice

**Homes 4 us**



**ONE NOTTINGHAM**

**Nottingham Crime & Drugs Partnership**

Working together to reduce Crime, Disorder and the misuse of Drugs

**Remploy**

Putting ability first



Secure Warm Modern

**Bullock**

**fhm**  
frank haslam milan  
A KEEPMOAT COMPANY

**JOHNSTONE'S**

**nationwide windows**

**SPT**  
npower

**VPH LIMITED**

**wates**  
living space

If you are unable to read this publication, please contact your area housing office or call us on 0845 330 3131. We can arrange for an interpreter to explain it to you, or send you a spoken word version on tape or CD. If neither of these are suitable, we can translate this publication into your chosen language. We can also provide it in large print.

### Chinese (Cantonese)

如果你不能夠閱讀這刊物，  
請聯絡你的地區房屋辦公室，或致電 0845 330 3131。  
我們可以安排一位翻譯員去為你解釋，  
或寄送一份口述版本的錄音磁帶或光碟給你。  
如果這兩者都不適合，  
我們可以把這刊物翻譯成你所選擇的語言。  
我們也可以用大字體提供。

### Czech

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### French

Si vous ne parvenez pas à lire cette publication, s'il vous plaît contacter votre bureau de logement de secteur ou appelez-nous sur 0845 330 3131. Nous pouvons nous charger pour qu'un interprète l'explique à vous, ou vous envoyez une version parlée sur une bande ou un CD. Si ni l'un ni l'autre de ces derniers ne convient, nous pouvons traduire cette publication dans votre langue choisie. Nous pouvons également la fournir en grande copie.

### Gujarati

તમે આ પ્રકાશન વાંચવામાં અસમર્થ હોવ, તો તમારા વિસ્તારના આવાસન ઓફિસનો સંપર્ક કરવા કે 0845 330 3131 પર અમને કોલ કરવા વિનંતી. અમે તમને તે સમજાવવા દુભાષિયાની ગોઠવણ કરી શકીએ, અથવા ટેપ કે સીડી પર બોલેલા શબ્દોની આવૃત્તિ તમને મોકલી શકીએ. આ બંને માંથી કોઈપણ તમને યોગ્ય ન હોય, તો અમે તમારી પસંદગીની ભાષામાં આ પ્રકાશનનું ભાષાંતર કરી શકીએ. અમે તેને મોટી પ્રિન્ટમાં પણ પૂરું પાડી શકીએ.

### Hindi

यदि इस पत्रिका को पढ़ने में आपको कठिनाई महसूस होती है तो कृपया अपने इलाके के हाउसिंग दफ्तर से इस नंबर पर संपर्क करें, 0845 330 3131। इसे समझाने के लिये हम दुभाषीय का प्रवन्ध कर सकते हैं, या टेप अथवा सीडी पर बर्द या कहे शब्द को भी भेज सकते हैं। इनमें से यदि कोई भी उचित नहीं है, तो इसे हम आपकी पसंद की भाषा में ट्रांसलैट कर सकते हैं। इसे बड़े प्रिन्ट में भी प्रदान किया जा सकता है।

### Kurdish (Sorani)

ئەگەر تۆ بێت ناکرێت ئەم بڵاوکر او مێه بخوێنیتەوه، تکایه پەیوەندی به نوسینگهی نیشتهجێکردنی ناوچهی خۆت بکه یانیش تەلەفۆنی ژماره 0845 330 3131 بکه. ئێمه دهتوانین زمانوهر گێژ بکیت بۆ دابین بکهین بۆ روون کردنهوهی نهمه، یان چاپێکی به دهنگت بۆ بنزین لهسهر شریتی کاسنیت یانیش لهسهر سی دی. ئەگەر هیچ لهمانه گونجاو نیه بۆت، نهمه ئێمه دهتوانین ئەم بڵاوکر او مێه بگۆرینه زمانی پەسەنکردن او ی خۆت. هەر و هەر ئێمه دهتوانین به پیتی گهورمش دابینی بکهین.

### Polish

Jeżeli nie potrafi Pan/Pani przeczytać tej publikacji, prosimy skontaktować się z Pana/Pani lokalnym housing office lub zadzwonić pod numer 0845 330 3131. Możemy zorganizować tłumacza, który objaśni Panu/Pani treść tej publikacji lub wysłać Panu/Pani mówioną wersję na kasecie audio lub na płycie CD. Jeżeli żadna z powyższych opcji Panu/Pani nie odpowiada, możemy przetłumaczyć tą publikację na wybrany przez Pana/Panią język. Możemy również przekazać Panu/Pani wersję drukowaną dużą czcionką.

### Portuguese

Caso não consiga ler esta publicação, favor entrar em contato com o housing office (departamento de habitação) de seu bairro ou telefone para 0845 330 3131. Podemos arranjar um intérprete para explicar, ou enviar uma versão falada em fita ou CD. Se nenhuma dessas opções lhe forem convenientes, podemos traduzir esta publicação no idioma de escolha. Também disponível versão escrita em letras grandes/ impressão maior.

### Punjabi

ਜੇਕਰ ਤੁਸੀਂ ਇਹ ਪੜ੍ਹਕਾ ਨਹੀਂ ਪੜ੍ਹ ਸਕਦੇ ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਆਪਣੇ ਇਲਾਕੇ ਦੇ ਹਾਉਸਿੰਗ ਆਫਿਸ ਨਾਲ ਸੰਪਰਕ ਕਰੋ ਜਾਂ ਉਨ੍ਹਾਂ ਨੂੰ 0845 330 3131 ਤੇ ਫੋਨ ਕਰੋ। ਅਸੀਂ ਤਰਜਮਾਨੀ ਦੇ ਲਈ ਇਕ ਇਨਟਰਪ੍ਰੇਟਰ (ਦੁਭਾਸ਼ੀਏ) ਦਾ ਇੰਤਜ਼ਾਮ ਕਰ ਸਕਦੇ ਹਾਂ ਜਾਂ ਫਿਰ ਟੇਪ ਜਾਂ ਸੀ ਡੀ ਤੇ ਇਹ ਜਾਣਕਾਰੀ ਭੇਜ ਸਕਦੇ ਹਾਂ। ਜੇ ਇਨ੍ਹਾਂ ਵਿੱਚੋਂ ਕੋਈ ਵੀ ਉਚਿਤ ਨਹੀਂ ਤਾਂ ਅਸੀਂ ਤੁਹਾਡੀ ਭਾਸ਼ਾ ਵਿਚ ਇਹ ਟ੍ਰਾਂਸਲੇਟ ਕਰਵਾ ਸਕਦੇ ਹਾਂ। ਅਸੀਂ ਇਹ ਵੱਡੀ ਛਪਾਈ ਵਿੱਚ ਵੀ ਮੁਹੱਈਆ ਕਰ ਸਕਦੇ ਹਾਂ।

### Urdu

اگر آپ کو اس دستاویز کو پڑھنے میں مشکل پیش آ رہی ہے تو براہ مہربانی اپنے ایریا ہاؤسنگ آفس سے رجوع کریں یا پھر فون نمبر: 0845 330 3131 کے بارے میں آپ کو سمجھانے کیلئے ہم آ رہے ہیں۔ اس دستاویز میں دی گئی معلومات کے بارے میں آپ کو سمجھانے کیلئے ہم آپ کے لیے مترجم فراہم کر سکتے ہیں یا پھر ان تحریری معلومات کو آپ کی زبان میں ٹیپ یا سی ڈی پر ریکارڈ کر کے بھیج سکتے ہیں۔ اگر یہ سب آپ کے لیے موزوں نہیں ہے تو ہم اس دستاویز کو آپ کی اپنی زبان میں تحریری طور پر بھیج سکتے ہیں۔ یہ دستاویز بڑے حروف میں بھی مہیا کی جاسکتی ہے۔