



**Shoreline Housing Partnership  
Annual Report  
2010/11**

## Vision

“Providing good quality homes and opportunities in communities that people choose to live in”.

## Mission

- To be the housing provider of first choice
- To be a trusted employer
- To be a valued partner

## Our Values

### **Customer Focus Performance**

Listening, caring and putting our customers first  
Reliable, credible and providing value for money

### **Innovation Leadership**

Actions that embrace positive change  
Committed and accountable

### **Adapt & Grow**

Planning for a secure future

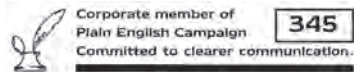
### **Diversity & Equality**

Openness, honesty and respect



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MEWN  
COWSANAETH  
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CUSTOMER  
SERVICE  
EXCELLENCE



# Shoreline Housing Partnership Annual Report 2010 - 11

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A SHORELINE  
HOUSING  
PARTNERSHIP

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HOUSING  
PARTNERSHIP

## Our organisation

Shoreline Housing Partnership is a registered provider of affordable housing which owns and manages 7,900 homes in North East Lincolnshire.

All our homes were formerly run by North East Lincolnshire Council, before the tenants voted by a ratio of more than two to one to transfer the management of their homes to a non-profit-making organisation, separate from the council.

The transfer of the homes, on March 21 2005 unlocked a £156 million investment programme which is being rolled out over 10 years.

We are registered with the Tenant Services Authority (TSA), the independent regulator for affordable housing who make sure we keep our promises to tenants and that we meet strict performance standards.

We are governed by a Board of 12 members. The twelve representatives are made up of four tenant members, four council nominees and four independent members, all chosen for their individual skills and experience.

The Board makes decisions on how the company is run. Meeting on a bi-monthly basis, all major decisions on the future of the organisation and policies are approved by the Board.

The Board is divided into three committees; Audit, Risk and Governance, Finance and Performance and People Sub-Committee.

The chief executive, directors and the rest of our employees carry out the day to day functions of Shoreline.



*Karen*

## Changing times

Since joining the Board as chair in October 2010, I have witnessed the dedication and commitment of all Shoreline employees to their respective roles and the many projects we are actively engaged in. Looking back, I am grateful for how much we have actually achieved over the last year. The many projects we are involved in are constantly evolving and more are added to the ever-growing list. There is certainly no shortage of aspiration here!

We have virtually completed our £156 million pound Decent Homes programme and many of the properties have actually been upgraded to the Shoreline standard, which is higher still. Coupling this with our ongoing acquisition of new properties, we are actively demonstrating our commitment to offer good quality social housing in desirable communities that people want to live in.

Of course there are and always will be changes, some of these more positive than others. Bringing our heating, hot water and gas services team, back

in house is proving very positive and of course our repairs and maintenance services continue to be provided by Mears, whose team strive to offer excellent service standards.

We believe passionately in re-investing in the area and over the next year we will be looking at how we can encourage more local businesses to work with us, how we can increase employment opportunities and how we can build on and improve our partnerships with other organisations who work in the borough.

The next couple of years will mean that we must deal with the inevitable changes that welfare reform will evoke. These will not be easy issues to tackle and many go to the very heart of what social housing is about, whom it is for and who pays the bill. There will be long and complex arguments and difficult decisions to make. I can only encourage tenants to participate in consultations wherever possible and assure you that we will always put the long term interests of our tenants, present and future, at the very heart of the decisions we make.



Tony

## Coming of age

Last year I commented that we were at the end of an era in our short history, as we successfully closed the book on the 2004 'Offer Document' promises made to tenants in the run-up to the transfer of the housing stock from NE Lincolnshire Council to Shoreline.

Looking back, this has been another year of positive progress for us with improvements in many areas of performance and a strong drive to ensure that our activities support our charitable purpose to benefit local residents in housing and other related need. Our Board of Trustees continues to pay due regard in its decision-making to the guidance issued by the Charity Commission on the relevance of all our activities to our charitable objectives.

The highlights of the year for me have been both the opportunity to meet residents in their homes and neighbourhoods to hear what is important to them and also to learn from our front-line employees about the smaller detail of all the things that we do to try and improve how we work.

In this report you will read about the wide range of initiatives we have been involved in this year and as ever I would like to thank all those residents, Board members, employees and partners who have helped us throughout the year.

While as an organisation we are still young, we have travelled a huge way in a short space of time and should perhaps now be considering ourselves to be settling into a period of consolidation and stability – if only the world around us would allow this.

As we move into our seventh year there are still many more obvious challenges facing us – the radical changes to the welfare benefit system, the need to continue acquiring new homes to meet local needs, proposed changes to social housing tenancies and the general uncertainty created for everyone – customer or employee – by the challenging economic circumstances.

We are actively preparing for all of these and as we move forward we will continue to strive to serve all the communities we work with in a positive, open and flexible way.



## Fairer, faster lettings scheme

In the winter of 2010, Home Choice Lincs – northern Lincolnshire’s choice based lettings scheme – was launched.

Replacing the existing housing lists for North East Lincolnshire Council, North Lincolnshire Council, Shoreline Housing Partnership, L&H Homes and North Lincolnshire Homes - the online scheme provides people seeking social housing more choice and a much fairer and faster way of finding an affordable home to rent.

Every week, all available homes for rent are advertised online and in housing and council offices. People on the register can then bid for any home they are eligible for, regardless of whether it is in North or North East Lincolnshire.

People can bid for up to three homes every week. Homes are offered to those bidders who have the highest level of housing need and have been on the waiting list for the longest period of time.

In the eight months since its launch, well over 10,000 people have signed up to the scheme and earlier this year the 1,000th home was let.

Shoreline Housing Partnership chief executive Tony Bramley said: “It’s fantastic that the scheme is proving to be so successful. Over 1,000 families and individuals have proved that by gaining quick and easy access to a greater range of properties they can take an active role in finding a new home and deciding where they want to live.”

Anyone seeking a home can register quickly and easily simply by logging onto **[www.homechoicelincs.org.uk](http://www.homechoicelincs.org.uk)**

Shoreline’s first letting went to Coleen Whittaker and Nick Shelvin who were handed keys to their chosen home, just days before Coleen was due to give birth.

Receiving the keys to their Nunsthorpe home Coleen said: “It’s fantastic - Home Choice Lincs is really quick and so easy to use.”



## In all we do

We continued to involve customers in everything we do, from reviewing our policies to mystery shopping our services and from developing and publishing our first tenant annual report to resident inspections of empty properties, our cleaning contract and communal areas.

We carried out major consultation on the Tenant Service Authority Standards and Local Offers and our new tenancy agreement which led to the successful implementation of a comprehensive service charging scheme.

We turned Grimsby town centre into an all-singing, all-dancing hub of family fun in celebration of our third European Neighbours' Day celebration.

We were involved in plenty of community fun days building neighbourhood relations and bringing young people and their families together while supporting resident groups and external agencies.

They're always a great excuse to have fun but it also gives us the chance to encourage local people to get together, celebrate all the different people that make up our communities and help to make neighbourhoods friendlier places to live.

We joined the Tenant Participation Advisory Service and are working towards applying for accreditation with them. While members of our customer engagement team were accredited as Community Learning champions.

Plus we continued to support eight Tenant and Resident Associations.



## Putting customers first

We always put customers first and this year we got the award to prove it, after achieving the government's Customer Service Excellence (CSE) standard.

The standard tests delivery, timeliness, information, professionalism and employee attitude and whether organisations are developing customer insight, understanding customers' experience and measuring levels of service satisfaction.

The assessor was particularly impressed by the knowledge, professionalism and attitude of our customer contact centre who answer tenant calls while our working relationships with partner organisations were also praised.

Achievement of the standard recognises the hard work and dedication of all our employees and is something we are proud of.

In praising Shoreline, the final report said: "There is a strong corporate commitment to putting the customer at the heart of service delivery."

In a bid to further improve services, cut costs and provide value for money to our tenants, we opened a new neighbourhood office at Immingham Civic Centre.

The new office provides innovative self-serve payment kiosks (now at all of our public offices), a free direct telephone connection to our own advisors as well as extended payment hours, from three days a week to the convenient availability of a five day self-serve facility.

Neighbourhood officers also use the base to hold a number of surgeries and drop-in sessions.

The move was part of cost saving initiatives we made following the termination of the service level agreement with North East Lincolnshire Council (NELC) to provide customer access for enquiries about services provided by Shoreline.



## Investment, upgrades and more homes

Since the transfer of the former council housing stock in March 2005 we've invested nearly £100 million in improvements to homes and neighbourhoods across the borough.

We've completed 121 of the original 143 promises made in the initial stock transfer offer document to tenants and are on track to deliver a further 17 as planned.

And we will shortly conclude the Decent Homes multi-million pound investment programme.

We secured a £20 million extension to our loan facilities with Lloyds TSB Corporate Markets allowing us to look at future development opportunities.

Work is well underway on the award-winning, 440-home Freshney Green redevelopment and we snapped up one of the developments highly-anticipated, innovative apartment blocks.

Part-funded by the Homes and Communities Agency, the further investment increased our financial commitment to the major Grimsby housing redevelopment by over £1 million.

The 15 modern, two-bedroom apartments at the heart of the neighbourhood provide accessible housing for older people and those with a disability and take into account high-levels of energy efficiency while incorporating a range of user-friendly features.

We further increased our housing stock by taking over ownership of 58 former Raglan Housing homes which comprised of a 34 unit older persons' Applegarth sheltered scheme as well as 24 bungalows, flats and maisonettes in Cleethorpes.

The successful transfer was a credit to both organisations, expanding our service to even more local residents.



## Supporting people

Our tenancy support service is here to help and over the last year we have provided support to over 450 tenants.

One case study really reflects the importance of this service - Cath was on job seekers but due to her mental health problems she was missing appointments at the job centre. She was feeling isolated and struggling to maintain her tenancy.

An assessment was made by relevant agencies resulting in a successful claim for Employment and Support Allowance.

Cath was referred to a support group for people with mental health issues and she is now doing voluntary work so she has met new people.

And there are many more stories like this, where the service has been invaluable to local residents.

We got through the very difficult process of having the support service that we previously provided to our sheltered tenants transferred to another organisation.

We realise the levels of anxiety that this caused and have worked hard to make sure that although the service is different, our sheltered tenants are able to continue to enjoy the safety, security and sense of community that our sheltered housing provides.

As an example, our handyperson service has fitted key-safes for sheltered tenants so that if someone needs to get in to deal with an emergency, they can do so quickly and easily without causing any damage. It's a small measure that can be a true lifesaver.



## Cleaning up and clearing out

Our new area delivery team set to work taking forward small neighbourhood improvements such as fencing or landscaping.

Working alongside local residents, we have delivered 27 small scale initiatives that make a big difference to daily life in our communities.

We even managed to carry out a full week of action in Immingham - with Scalextrics, healthy food, junk modelling and a mass litter pick marking a three day community clean-up and family fun day.

In addition, we have created major 'design out crime' fencing projects at six blocks of flats in Grimsby providing tenants with defensible space around their homes and in doing so, reducing incidents of anti-social behaviour and damage to our properties.

Responding to anti-social behaviour we managed on average 66 referrals for anti-social behaviour each month.

Many of these cases go well beyond our areas of control as they are about the way people behave in their communities, not just in our properties. We assisted our tenants and worked with other agencies such as the police and Community Pride to deal with this very difficult issue.

Letting homes is our bread and butter and we let over 1085 properties throughout the year.

We've also reduced the number of empty properties from 240 at the end of March 2010 to 171 at the end of March 2011.

Our main aim is to keep on reducing the number of empty properties and the time taken to re-let them so that we are able to continue to improve our services to customers.



## A helping hand

We extended a helping hand to Immingham residents coping with the credit crunch by opening the doors to a brand new branch of our successful affordable loan service – provided by East Lancs Moneyline.

Offering affordable loans to people who are prey to extortionate loan sharks and doorstep lenders, Moneyline also offers support and impartial advice including saving options, insurance cover and white goods loans.

The area's first branch opened in July 2008 in Grimsby.

With over 1000 low interest loans already supplied, white goods loans, insurance cover and the opening of over 160 savings accounts, demand for the service is high.

Government benefit reforms mean that people are experiencing a change in circumstances which may have a subsequent affect on their Housing Benefit and Council Tax payments, or they may lose these benefits completely.

Realising the importance of working together, we joined forces with other local agencies to ensure that local residents had the information, support and advice they required.

Our specialist debt advisors also provided benefit advice and assistance to over 400 of our tenants, helping people claim benefits they are entitled to, preventing tenants from getting into debt and improving their quality of life.



## Positive changes

Bringing our heating, hot water and gas service in-house has proved to be a very positive step enabling us to deliver a strengthened service that secures the best value for our tenants.

All 21 qualified Mears engineers, managers and administrators in the current team became employed by Shoreline based at our Grimsby headquarters.

This is a very important service, ensuring that our tenants' homes are both warm and safe - as well as carrying out annual gas safety checks to tenant homes.

Mears - our repairs and maintenance partners - continued to provide a service to our tenants which 92% of our customers are satisfied with.

We also awarded a three year grounds maintenance contract to the UK's leading recycling and waste management company - Veolia.

Delivering grass and hedge cutting, spraying and shrub bed maintenance of properties across North East Lincolnshire providing residents with high quality green space management, the new contract aims to reduce costs, increase efficiency and improve service delivery.

## Shoreline in figures

### Our homes as at 31 March 2011

What they are	Where they are		
Total general needs rented housing owned and managed by Shoreline	5913	Grimsby	5530
Designated supported housing for older people owned and managed by Shoreline	1990	Cleethorpes	1077
Designated supported housing for older people managed by others	21	Immingham	776
Total shared ownership let (excludes any not let)	6	Waltham	175
Total non-shared ownership properties leased	209	Other rural surrounding areas	366
<b>Grand Total</b>			<b>7924</b>
Leasehold schemes			215

### Our lettings in 2010/11

Who we rehouse	
Single adult	31%
Lone parent	21%
Elderly	31%
Couples with children	7%
Adults sharing	7%

**Please note:** data taken from TSA's interim CORE report.

## Our rent

Rent collection*		Average rent levels		
				Assured Tenancies
Rent to be paid		£24,582,775	Bedsit	£45.90
			One bedroom	£54.29
Rent paid		£25,101,992	Two bedrooms	£61.72
			Three bedrooms	£69.29
% Cash collected		102.11%	Four bedrooms	£74.26
% Rent arrears (current tenants)		2.31%	Five bedrooms	£81.78
			Six or more bedrooms	£82.59
* Data taken to end of financial year. Rent quotes are 52 weeks rental values. Excludes service charges.				

## Repairs performance against targets

Shoreline has analysed a sample of repairs in the year (July 2010 to March 2011) which has shown that:

**99.73%** of emergency repairs were made safe within 24 hours

**94.26%** of urgent repairs were made safe within 5 calendar days

**89.92%** of routine repairs were completed within 29 calendar days

**60.07%** of planned maintenance was completed within the specified timescales

## Financial summary

The results presented are the consolidated results of the Shoreline Housing Partnership group which comprises Shoreline Housing Partnership Limited which is a registered provider of social housing, the wholly owned subsidiary Humber Homes Limited which is a property development business and the currently dormant Shoreline Property Services Limited.

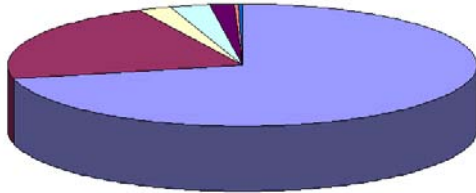
Summary Income and Expenditure Account and Statement of Total Recognised Gains and Losses	2010/11 £'000	2010/11 £'000
Net rental income from general lettings	25,348	24,831
Other income	1,300	1,148
<b>Total income</b>	<b>26,648</b>	<b>25,979</b>
Operating costs	(20,530)	(19,725)
<b>Operating surplus before property sales and interest</b>	<b>6,118</b>	<b>6,254</b>
Surplus on property sales	612	588
Net interest (payable)/ receivable	(2,297)	(2,615)
Exceptional items	3,113	(263)
<b>Operating surplus carried to reserves</b>	<b>7,546</b>	<b>3,964</b>
Pension movement	5,373	(7,377)
Prior year adjustment	(355)	-
<b>Net reserve movement</b>	<b>12,564</b>	<b>(3,413)</b>

There has been a sharp increase in the amount of operating profit carried to reserves; increasing from £3.964m in 2009/10 to £7.546m in the current year. This has been driven by an operational performance which has closely followed business plan projections throughout the year together with a substantial pension adjustment (included in exceptional items). Lower interest costs in the year have also contributed to an improvement in the surplus position

Further pension adjustments in accordance with Financial Reporting Standard 17 have meant that the net movement in reserve is plus £12,564m compared to a negative £3,413m last year. This increases the net reserve to £22,725m as at 31 March 2011.

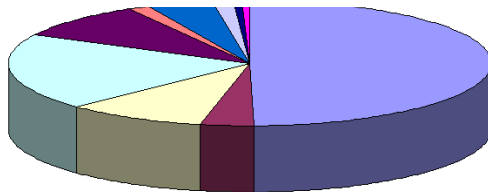
The pie charts below show a breakdown of our total income and operating cost throughout the year by source:

### Analysis of total income - 2010/11



- Rents from General Housing - £19,021
- Rents from Supported Housing - £5,691
- Service Charges - £636
- Other Social Housing activities - £742
- Supporting People - £379
- First Tranche Shared Ownership Sales - £139
- Other Non-Social Housing Activities - £40

### Analysis of operating costs - 2010/11



- Management of General Housing - £10,218
- Management of Supported Housing - £736
- Services - £1,942
- Housing Property Reactive Repairs - £4,042
- Housing property Planned Repairs - £1,878
- Bad debts - £282
- Depreciation on Housing Properties - £893
- Other costs - £334
- First Tranche Shared Ownership Disposals - £117
- Supporting People - £88

Note that the above pie charts exclude surplus on sale of fixed assets, interest costs and other exceptional items.

The value of our fixed assets has continued to rise as we continue to invest in our existing properties and look to seek new opportunities for the further development of our housing stock. In the autumn of 2010 we successfully negotiated a £20m extension to our loan facilities which is earmarked for value adding projects over the next five years. Following a grant funding arrangement with the Homes and Communities Agency, we successfully acquired 15 two bedroom apartments on the Freshney Green development towards the end of the year and concluded the transfer of 58 properties in Cleethorpes from a Dorset based social housing provider shortly after the end of the year.

Balance sheet	31 Mar 11 £'000	31 Mar 10 £'000
Fixed assets (at cost less depreciation)	84,071	76,321
Current assets	12,097	11,516
Creditors due within one year	(7,629)	(8,299)
<b>Total assets less creditors due within one year</b>	<b>88,539</b>	<b>79,538</b>
Pension deficit	(1,411)	(9,756)
Creditors due in more than one year	(64,409)	(59,627)
<b>Net assets</b>	<b>22,719</b>	<b>10,155</b>
Revenue reserves excluding pension liability	24,130	19,911
Pension Reserve	(1,411)	(9,756)
<b>Net Reserves</b>	<b>22,719</b>	<b>10,155</b>

This financial summary is extracted from the group's financial statements, which were adopted by the Board on 23 August 2011. The group's financial statements were audited by Beever and Struthers, Chartered Accountants and Statutory Auditors and received an unqualified opinion. The summary does not contain sufficient information to allow for a full understanding of the results of our overall financial position. In order to gain such an understanding, the full financial statements and auditors report should be consulted. If you would like a full set of the group's financial statements please contact Greg Bacon, Director of Finance at Shoreline Housing Partnership, Shoreline House, Westgate Park, Charlton Street, Grimsby DN31 1SQ (email: greg.bacon@shorelinehp.com).

**If you would like to receive this information in another language or in another format such as large print, Braille or audio, please contact communications on  
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or email [communications@shorelinehp.com](mailto:communications@shorelinehp.com)**

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