

iN business for neighbourhoods



# three years iN

2002/03 annual report

from new charter housing trust group



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# iN review

All Annual Reports claim the past year to be notable, but this Report is the first to reflect the rebranding of the rented housing sector.

We believe this conveys much about New Charter – forward thinking, keen to embrace and use change, and very much focused on our customers.

We're particularly keen to be iN at the start. During the last year, we reorganised our services around three streams (Revenues, Relets and Repairs) to enable us to concentrate on developing the fourth – Neighbourhood. It was as if the sector was rebranding to follow us.....



We called our process the WIN programme – We Improve New Charter. The streaming recognises many of our landlord services are systems, with a beginning, a middle and an end. Using Continual Improvement thinking, we are on a journey to enrich these. But New Charter is much more than a landlord, and our mission statement reflects the business imperative to be in it for our communities, our neighbourhoods.

Three years in from transfer, we feel the basics are now right for our second stage of our development. The past year has seen continued improvement in key areas of customer service. The introduction of our Repairs Centre, the completion of our shops and the first new housing development at Water Street, and the growing commercial success of our Building Company have helped achieve the increasing satisfaction ratings from our customers.

Subsequent stock transfers and mergers means we are no longer one of the ten largest Registered Social Landlords. We are still a big business and it's difficult to cover all our successes in this publication. We have chosen to focus on our main pledges given at transfer, as many of our customers will judge us by our performance here. But we are also

proud of our record in supporting those tenancies which need a little extra help, and so include a feature on this.

We take this annual opportunity to thank our Board members and staff for their efforts on behalf of our customers. We also appreciate the work of our many partners in what we have achieved so far.

Our mission is to be in business for neighbourhoods. It's a long term aim and we have a good start.

Ian Munro  
Group Chief Executive



Ged Cooney  
Chair, New Charter  
Housing Trust Limited



# jointly

New Charter Housing Trust Group exists to build and support communities in the provision of safe, comfortable, secure and affordable homes through partnership with customers and others

## Group Structure

The Group comprises five companies, all companies limited by guarantee. There are no shareholders.

New Charter Housing (North) and New Charter Housing (South) own the homes, organise the repairs and investment and run the housing service. Much of the repairs and investment works are carried out within the Group by New Charter Building.

New Charter Housing Trust provides common services such as information technology, finance and legal support to the subsidiaries. The Trust is also responsible for coordinating the activities of the other companies within the Group.

We set up New Charter Property Services Limited in 2001 to provide a property holding company for the Group's non-housing assets (e.g. offices and shops).

## New Charter Mission

New Charter was born out of the Local Authority housing service provision. Our primary purpose is to provide homes for people in places where they want to live.

## Our Mission is:

New Charter Housing Trust Group exists to build and support communities in the provision of safe, comfortable, secure and affordable homes through partnership with customers and others.



# aim to wiN

## New Charter Aims

We built our three-year strategy around six key aims. These have shaped our objectives each year and delivered our mission for the Group so far.

- 1 Deliver the pledges to tenants promised as part of the transfer.
- 2 Ensure we perform the three key landlord tasks of repairs, relets and rents to excellent levels of satisfaction.
- 3 Develop the organisational culture so there is full integration across the Group with especial reference to the Building Company.
- 4 Perform as a sound, well managed group of companies with particular reference to ensuring people are:
  - rewarded and motivated for the business
  - developed as individuals and teams in a way which maximises their contribution to the success of the Company
- 5 Ensure that performance and customer service are at the heart of everything we do.
- 6 Look to growth through judicious development, merger, acquisition, or further transfer to secure the business future.

This spring, we reviewed these aims to fit our business three years in. Our new aims keep the sense of those above but are clearer for our workforce to contribute. We call them the five I's:

New Aim	Example	Link to Previous Aim
Improve	Develop organisational strategy for continuous improvement Achieve quality standards Steadily improve Key Performance Indicators	2, 3, 5
Invest	Continue to deliver investment programme on time and budget Keep developing employees work skills, knowledge and abilities Sustain an appropriate development programme	1
Image	Take pride in achievements to date Retain and develop respect of sector, funders and other stakeholders	2, 4
Involve	Keep building an inclusive company where people are involved in the improvement of their work Retain customer service at the heart of everything we do Encourage the participation of customer, tenants and others in the development of their community Develop existing and new ways of involving customers in the way we do business	1, 3, 4, 5
Innovate	Seek out new ways and methods of better working Do new things well Persist in looking to grow through merger, acquisition and transfer	5, 6

# iNdustrious

## What we achieved

### Objective 2002/03

Voids to be reduced to 4% by mid year.

Management Target of 3.5% by year end

Maintain current excellent rent collection performance above 99%

Deliver an investment programme consistent with achieving the 10-Year offer to tenants. For 2002/3 this will include 1030 rewires, 570 new kitchens, 920 new bathrooms, 1660 new central heating installations, new doors and windows to 2480 properties and 3200 homes painted.

Develop a procurement strategy which provides assurance the improvement pledges are delivered.

### Critical Success Factors

Monitor weekly and cumulatively.

Test impact on Business Plan and budgets monthly

Monitor weekly and cumulatively.

Test impact on Business Plan and budgets monthly

New monthly monitoring focused on outputs as well as financials and inputs.

Deliver outputs to tolerance of 15%.

Investigation of partnering.

### Progress and Impact

Void numbers at year end: 352 North and 256 South. Void 3.9% below Business Plan level of 4%

Rent loss at year end was 4.43% North, 3.26% South, giving a group total of 4.01%. 0.01% outside target

Weekly rental performance figures published on our Intranet. Monthly Key Performance Indicators published for Group Executive Management Team.

Collection performance = 99.33% net of Housing Benefit at year end.

Achievements at year end (% performance against target)

Rewires – 1028 (100%)  
 Kitchens – 782 (137%)  
 Bathrooms – 894 (97%)  
 Heating Installations – 1225 (74%)  
 Windows – 2133 (properties) (86%)  
 Doors – 2332 (properties) (94%)  
 Roofs – 280 (104%)  
 Brickwork – 293 (26%)  
 Painting – 2084 (65%)  
 Paths & Fencing – 1403 (79%)

Delivered within tolerance(as above)

Large-scale contracts placed with New Charter Building Company and external contractor (Richardson Projects) incorporate framework to develop partnership arrangements subject to delivery of defined key performance targets.

This remains, however, an area of risk in the growing market for contractors and shortages of construction skills. The benefits of an in-house contracting arm have sheltered the Group from external market forces significantly.



	Review strategic position of Group's procurement skills	
Maintain day-to-day repair response times which exceed Housing Corporation performance targets	Maximise achievement against current 4 hour, one week and one month timescales. Reduce abortive calls.	Repair centre now fully operational supporting achievement of 100% of Emergency and Urgent repairs achieved within timescales over the financial year. 96.69% Routine repairs achieved within timescales over the year.
Address and improve on areas of customer dissatisfaction identified in customer survey data	Remeasure with 2003 tenants survey.	Tenants panel recruited Oct - Jan 2003 Customer Telephone Survey (1000 Tenants) completed. 70% of tenants said they were satisfied overall with New Charter. This represents an increase of 23% in 15 months. "New Tenant" telephone survey done and continuing questionnaire in use to measure satisfaction of our new tenants going through the letting process.
Preserve the rent guarantee to transferring tenants at RPI + 1% until September 2005, within the context of rent restructuring proposals.	Business Plan based on RPI + 1%. Evaluate impact of rent restructuring. Measure of performance is delivery of RPI + 1% increase October 2002.	RPI + 1% increase delivered in October 2002.  Progress report on rent restructure to Operations Committee 14th October 2002.
Reduce exposure to risk across New Charter and remain financially sound.	Review of Internal Audit programme, cost-effective insurance renewal, monitoring of Business Plan sensitivities and identifying necessary corrective action.	Corporate Risk Register in place.  Audit Programme for 2002/3 reflected priorities in corporate risk register as agreed by GEMT.  Exercise of Swaption will produce interest rate reduction in future years
Increase the ways in which we involve tenants in our business.	Increase active tenant groups by 5.  10 separate mailings/ info provided to Tenant Federation and Groups 12 sets of policies reviewed by Tenants Federation sub-group  Information/ consultation with tenants on Investment Programme	Decline of 3 Groups during the year  Fundamental review of role of Federation now underway through external consultancy  Quarterly sessions with wider tenants groups started November 2002 – Neighbourhoods and Business Plan. January 2003 – Letting Homes April 2003 – Repairs.  Monthly newsletter mailings sent to Tenants Federation and Groups  Mediation, Tenancy services, Vehicle Issues and Rechargeable repairs all reviewed.  Tameside Tenants and Residents Repairs, Maintenance and Improvement Group engaged.  Major consultation on 7-year Plan December to March 2003 involved all tenants.  Scheme specific Tenant Working Groups in place

		Tenant Liaison Officers in place for each development or improvement scheme, involving Choice Centres, Showhomes etc
Ensure the Building Company remains financially viable and becomes clearly competitive within a clear strategic plan.	<p>Deliver surplus £386,000</p> <p>Deliver external income £747,000</p> <p>Procure new Client or RSL Business</p> <p>Increase Productivity Gains 10%+</p> <p>Target sickness to reduce by 2%</p> <p>Deliver appointment scheme to Client's requirements</p>	<p>Achieved</p> <p>Achieved</p> <p>Northern Counties HA; Jarvis Group; Pavilion Gardens; Vokera</p> <p>Implementation of Bailey Burgess Schedule of Rates and other control measures has increased productivity by up to 30%.</p> <p>Monthly sickness increased from 3.82 % (March 02) to 6.29% (March 03). Weekly sickness 6.6% (March 02) to 6.29% (Dec. 02). Although the target has not been achieved, enhanced control measures are in place which exceed standard Group policies and supported by the Building Company Board.</p> <p>Through the Repairs Centre, all callers are offered an AM or PM appointment for Emergency and Urgent Repairs; 99.9% of 23,000+ appointments kept.</p>
Review existing Thameside contracts for Housing Aid, Homelessness, Housing Register and community alarm service	<p>Housing Aid and Housing Register contract in place.</p> <p>Community Alarm Service Best Value report completed</p>	<p>In partnership with Thameside MBC, the Audit Commission CPA inspection resulted in a 1 star (fair) rating with excellent prospects for improvement.</p> <p>Housing Aid – Contract in place at 1st April 2003.</p> <p>Maximisation of transitional housing benefit has provided additional resources for Gibson Terrace and Floating Support for vulnerable people.</p> <p>Supported Housing – New initiative being undertaken as a multi-agency project. Another 20 units of accommodation to be allocated for supported housing. Contract value £500,000.</p> <p>Housing Register arrangement extended.</p> <p>Joint work currently underway with Thameside MBC service provider – service user survey underway</p>
Maintain a clean, tidy and attractive environment on all estates	<p>Publish existing maintenance schedules. Photo current state. Record monthly activity.</p> <p>Develop photo log of target standards. Review for 2003/4 plans.</p>	<p>Increased staffing levels now making an impact on environment.</p> <p>Quality records now kept in all areas of work. Monthly tonnage figures available and schedules in place.</p>
Reduce crime and anti-social behaviour in partnership with the Police and other agencies	Case intervention/ problem solving groups established.	Anti Social Behaviour cases still increasing. Year end caseload 129 (15% annual increase). Partnership arrangements developed with TMBC, GMPolice, Community Groups Dedicated specialist team formed to manage ASB



	<p>Contribution to crime reduction strategy.</p> <p>Training and increased awareness of crime reduction strategy for staff.</p>	<p>cases and strategic planning          Founder member of Social Landlord Crime &amp; Nuisance Group (SLCNG).          Lead RSL on local Crime &amp; Disorder Reduction (local strategic partnership group).</p> <p>As above</p> <p>All relevant front-line staff trained.          Three Tenancy Enforcement Officers appointed</p>
Apply continual improvement techniques across our business	Develop and implement Continual Improvement strategy	Leadership Group self assessment Preparing for CPA – Audit Commission Inspection Performance Management Frameworks, Job Profile and development of capability measures.
Review and ensure policies and performance targets comply and reflect equality/ diversity and BME needs	<p>Produce and consult on equality/ diversity BME action plan.</p> <p>Implement Officer Working Group.</p> <p>Develop links with BME community groups and appropriate partner RSLs.</p>	<p>Report to Trust Board</p> <p>Implemented for Allocations</p> <p>Meeting taken place and further interventions with relevant RSLs taken place.</p>
Achieve Investors in People accreditation.	Awarded.	<p>On hold pending implementation of service streams and integrated performance management system</p> <p>Group response to sector rebranding needs analysis of all relevant benchmarking awards.</p> <p>Now planned for implementation within a broader quality strategy to be achieved 2004.</p>
Plan for and ensure a successful outcome for Housing Corporation Inspection visit October/December 2002	Receipt of a satisfactory Inspection Report	<p>Inspection visit delayed to 12 May 2003.</p> <p>Initial Documentation and Self Assessment Document produced for all 11 Possible areas of Inspection completed and delivered to Inspectors in February 2003.</p> <p>Tenants invited to participate in the Inspection through Newsletter, February 2003.</p>
Complete the development of an integrated performance management system and extend to all employees	<p>Appraisal scheme in place.</p> <p>Pay structure in place.</p>	<p>Target completion for Performance Management process April 2003.</p> <p>Job Evaluation scheme due for completion April 2003.</p> <p>Job Evaluation factors will be improved to reflect continuous improvement and customer service – key values for New Charter.</p>

# iNfluences

We continue to face a combination of internal and external drivers for change or challenges that need to be met.





## External Environment

**Supporting People** – the new regime for care and support of vulnerable people comes into operation from 1st April 2003. The Group has worked hard to help Tameside MBC produce a robust portfolio.

**Paying for the Business** – work done since transfer has almost removed interest rate risk for the Group as a whole. Additionally the plan is generally proofed against levels of future inflation. Of greater concern is the need to place continuing downward pressure on management cost. It is important we constrain these costs as current predictions suggest.

**Construction Costs** – remain a continuing anxiety. In the current short term, the regional overheating in the market place is beginning to feed through to East Manchester. Recent procurement is suggesting costs are overtaking estimates to a worrying degree. This will need careful and continuing analysis to protect the business and the interests of all stakeholders.

**Rent Convergence** – the Group has a well developed plan to meet the challenge of future Government rent control, and while this will not emerge during 2003/04, our planning places us in a strong position.

**Recruitment** – the Group has yet to be affected by the problems faced by the sector elsewhere. Interest remains fairly high in externally recruited posts, but we need to keep a careful eye on those issues to do with pay and benefits combined with reputation if the issue is to be managed.

**Non-Executive Pay** – the sector consultation will be concluded before the start of the current plan. The matter will emerge during the life of the plan. Directors have given thought to the matter and currently would only support payment if a business case could be demonstrated.

**Inspection** – we will be among the first Registered Social Landlords the Audit Commission inspects. The challenge of the new regime will help accelerate further the Group's commitment to continual improvement.

## Internal Environment

**New Headquarters** – will be ready to occupy in early 2004 and will provide a significant evolutionary step in developing the way in which the Group functions. Consolidation of staff will take some time, but we expect the full effect will begin during the following year.

**Resources** – while the transfer plan provided a high level of resources, this was largely at the expense of satisfactory provision for estate environmental work. Getting funds for this key tenant demand will remain a high priority.

**Programme Delivery** – irrespective of cost, the delivery of the investment programme in volume and time will continue to provide a challenge. Developing in-house expert resources remains important.

**Development** – the ambitious programme of organisational development will begin to happen during the year, providing a firmer foundation for overall improvement in organisational effectiveness.

**Service Charges** – these will remain a difficult area and, while the Group will not need to move towards disaggregation during the year, the hard work will continue.

**Tenant Involvement** – as part of the continuing dialogue with the Tenants' & Residents' Federation and following intensive discussion, we have appointed an external consultancy to look at our relationships and help improve these at every level. The work will be completed during summer 2003 and will influence our evolving relationships.



# deliveriNg

It was another good year of progress on our main pledges at transfer.





Our rent guarantee of RPI +1% was again delivered, and consultation with tenants on rent restructuring established. We set up a challenge to the Inland Revenue on the subject of stamp duty on assured periodic tenancies.

The pledge on tenancy rights was largely delivered at transfer, but we have taken the opportunities offered to RSLs to lead on Anti-Social Behaviour Orders. We expect to retain and enhance our position in the sector in this field.

We used innovation and experience to bring more of our customers into the business. Our Business Plan for 2003/04 started with tenants outlining their priorities for us. We commissioned a major independent opinion survey of tenants to measure our progress and establish our work plans. A survey of new customers started in January 2003 and will continue. Our investment plan was considerably improved by contributions from our tenants groups and eventually all tenants were engaged.

We built on the improvement of responsive repairs and exceeded all targets for the whole year. We're doing more for the money; the average repair cost has fallen 22%. Our investment programme over our first three years has delivered new central heating to 2424 homes, new doors and windows to 5168 homes, 2114 rewires, 1667 new bathrooms and 2682 new kitchens. Our Repairs Centre was introduced with extended opening hours, and we started servicing gas appliances early evening and on

Saturdays. We achieved another reduction in empty homes by systematic improvement. Our Building Company not only made a significant contribution to delivering our own objectives, but brought in valuable income to the Group with commercial tendering successes elsewhere.

Our website was launched in December 2002, providing on-line repairs reporting, job opportunities and easy access homes.

We made a charitable donation of £100,000 to Groundwork Tameside, recognising that they shared our commitment to the environment.

Boards endorsed a Race and Equality Action Plan to further improve our accessibility to all sections of the communities we serve.



# listeniNg

## Hearing Your Voice

Understanding the views and needs of our customers is an important element to business success. We have good relationships with tenants associations and our Tenants' & Residents' Federation: this is a valuable way of understanding how tenants feel. However, it does not give the whole picture. Many tenants do not belong to formal organisations.

We reach these other tenants with a programme of opinion surveys. The components are:

- An annual comprehensive opinion survey
- Continuous sample survey of completed day- to-day repairs
- A survey of every tenant with works completed from the Investment Programme
- Continuous surveying of all new tenants about experiences of the lettings process

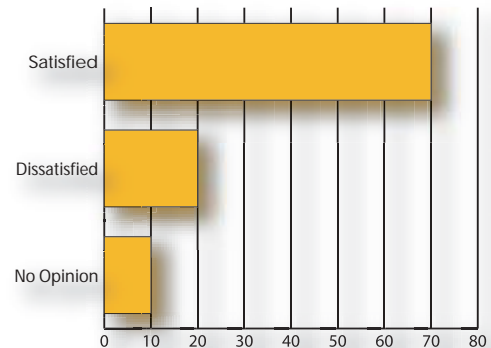
All these surveys have shown steady improvement in tenant opinion of New Charter.

Our annual survey was conducted in January 2003 by an independent market research firm. Just over 1000 tenants took part, a good cross section of tenants from all property types and locations.

The main results were:

## Overall customer satisfaction

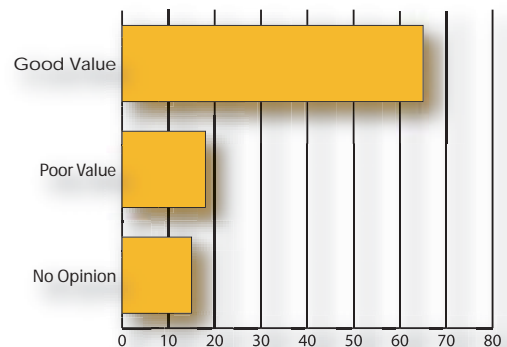
Seven out of ten tenants are now satisfied with New Charter as their landlord, a 23% increase since the previous survey 16 months before.



"Very satisfied" is 26%, double the 2001 total

## Value for Money

Two thirds of tenants regard the rent charged as good value for money. In 2001 only 54% said this.

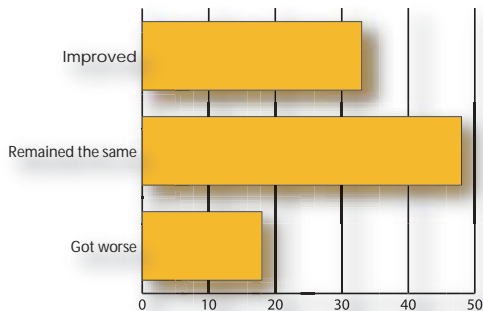


"Good value" in 2001 was only 54%



### Property Condition

The Investment Programme has started to influence overall views about property condition. Over one third of tenants feel conditions have improved.



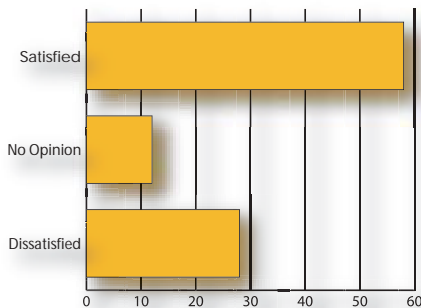
### Actions following the survey

Surveys are only valuable if points highlighted are acted upon. Tenants' top concerns remain property condition, repairs, and the general look of estates. To address these concerns in 2003 we introduced:

- A greatly expanded caretaking service to keep estates always looking clean
- A new repairs call centre to make reporting repairs easier and to make appointments for work
- More environmental improvement schemes
- A boosted Investment Programme to improve property condition

### The Repairs Service

Satisfaction with the repairs service has improved but still needs improvement.



Satisfaction has grown 9% since 2001

# sustain

Supporting our people





We are particularly proud of our work in partnership with others to support tenants with special needs. Some of our successes we highlight below.

- High support temporary housing for vulnerable households

Following our successful retention of homelessness contracts, we plan a £1.4 million refurbishment of our hostel provision at Gibson Terrace, Ashton-under-Lyne. We expect completion in summer 2004. This will provide 20 self-contained units, with a mix of bedsit, 1, 2, 3 and 4 bedroomed accommodation, all furnished and equipped to high standards. The refurbished scheme will provide group and meeting space, children's play areas and laundry room, together with greatly enhanced safety/security for residents and staff.

Revised staffing arrangements, financed via Supporting People, are in place from April 2003 to help provide, manage and support households. While Gibson Terrace is closed during building works, we aim to provide accommodation in clusters of our own general needs stock. The enhanced team will deliver 24 hours waking cover/support at all times and will be focussed on residents needs, key life skills and resettlement issues. In addition, a £62,000 successful bid to the Children's Fund will provide three on-site Play and Support Workers. They will support children (5 - 12 year olds) of resident households, focussed on education and development of socially excluded children during their stay.

- Dispersed supported temporary housing for homeless households

We are also committed to providing an additional 20 units of self-contained temporary supported housing by redesignating some general needs stock - 11 units have already been identified and appropriate revenue funding secured via Supporting People.

These units, a mixture of bedsits, flats and maisonettes, will provide temporary housing for those households which either have lower support needs and don't require the high support hostel accommodation, or who have already spent some time in high support provision and are moved on to lower support "halfway-house" housing if appropriate before fully independent permanent housing is viable.

Support to these dispersed units will again be financed via Supporting People and be provided on extended outreach basis by staff at Gibson Terrace.

- Tenancy support for vulnerable households in general needs housing

An exciting partnership with two specialist support agencies starts in April 2003. This provides intensive tenancy support to three groups of vulnerable households. First, those who are moving into one of our homes for the first time. Second, those housed after previous tenancy with us or other social housing landlords where they had experienced difficulties and lost the tenancy. Third, existing customers who are struggling to maintain their home and are at risk of eviction or abandonment.

Our partners are People First Housing, and gaf (Tameside Dispersed Foyer). Both provide a key link in our strategy of moving the more vulnerable and challenging households in a planned and inclusive way into mainstream housing.

- Other partners we are pleased to work with:

NACRO Housing  
Tameside Council Social Services



# iNvest



Over 84% of our customers say they want to stay with us and where they are. This data is from our independent tenants survey in January 2003, where we asked whether our investment had encouraged people to stay.

In the region where others are facing housing market collapses, we see this as a vote of confidence to continue investing.

Our first new housing scheme – 13 bungalows at Water Street in Audenshaw – was opened in December 2002. The demand for such good quality homes is prompting us to look elsewhere than grant support to build more new homes in areas people want to live. Our second project, 21 flats at Crickets Lane, Ashton is designed to replace a community whose homes are to make way for the Metrolink tram system. This has no Social Housing Grant and we expect to see completion in January 2004. Active tenant involvement to customise the product is ensuring high quality.

Our investment plan was subject to consultation with every tenant, after much input from our tenants associations and Federation. Boards were able to adopt a plan stretching seven years in March 2003.

2002/03 was the year we increased our investment output. We used our previous customer survey in 2001 as a spur to speed up the delivery, assisted in no small part by the growing success of our own Building Company.

This is now the contractor our tenants choose in preference to others.

But our investment is not only in physical assets. For the second successive year, we took on 14 Modern Apprentices, training these young people for careers across the Group. Commitment to training and developing the rest of our workforce continued, alongside the introduction of performance management measures. These will ensure our skills are matched to our business needs.





# moviNg

One of the challenges for us in setting up the business was finding the right accommodation for our employees. We purchased our Building Company Depot on Outram Road in Dukinfield at transfer. But most of our employees are based in rented and temporary accommodation across 15 sites.

Our early priority was to establish the four shops in Ashton-under-Lyne, Denton, Hyde and Stalybridge. The completion of these premises for our customers allows us to concentrate our efforts on our headquarters building.

Our current trading area in Tameside is not well provided with commercial office space, and nothing has been available to house over 370 staff. Boards recognised their duty as employees to provide good quality working space. We decided to invest in the Ashton Renewal Area, and a new building providing over 50,000 ft<sup>2</sup> of workspace is being built at the western gateway to the town centre.

We anticipate completion in early 2004, and the building will allow us to provide Board meeting space (currently also rented), as well as resources for our tenants. Designed around a central 'street', the design is dramatic but attention to detail will reduce the waste and inefficiencies associated with conventional buildings of this size.



# iN balance

## TANGIBLE FIXED ASSETS (£)

Housing Properties		193,927,987
Other tangible assets		8,633,808
		<u>202,561,795</u>
<b>CURRENT ASSETS</b>		
Stock	480,265	
Debtors	<u>3,142,350</u>	
	3,622,615	
<b>CREDITORS</b>		
Amounts falling due within one year	<u>(11,616,851)</u>	
<b>NET CURRENT LIABILITIES</b>		<u>(7,994,236)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>194,567,559</u>
<b>CREDITORS</b>		
Amounts falling due after more than one year		155,284,780
<b>CAPITAL AND RESERVES</b>		
Revaluation reserve		51,474,524
Revenue reserve		<u>(12,191,745)</u>
		<u>194,567,559</u>



### Group Income and Expenditure for the year ended 31st March 2003

Turnover	41,514,478	
Operating costs	(37,905,341)	
Operating surplus		3,609,137
Surplus on sale of fixed assets		2,223,632
Surplus on ordinary activities before interest and taxation		5,832,769
Interest receivable and other income		7,508
Interest payable and similar charges		(9,827,525)
DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION		(3,987,248)
TAXATION		
Taxation on ordinary activities		(184,660)
DEFICIT FOR THE YEAR		(4,171,908)

# governiNg

## Board Directors at 31st March 2003

### New Charter Housing (North) Limited

<i>Name of Board Director</i>	<i>Tenant/Local Authority/Independent/Co-opted</i>	<i>Date of Appointment</i>
Jimmy Burns	Independent	1st June 1999
Andrew Broadhurst	Independent	1st June 1999
Alan Bezer	Tenant	13th May 2002
Elizabeth Coase	Tenant	18th September 2000 Resigned 26th August 2003
David Evans	Local Authority	7th July 1999
Joseph Fitzpatrick	Local Authority	11th June 2001
Bill Harrison	Local Authority	7th July 1999
Steve Simpson	Independent	18th July 2001
Philip Smith	Tenant	22nd November 2001
Graham Tossell	Tenant	22nd November 2001
Gordon Tow	Local Authority	13th May 2002
Hamid Ghafoor	Independent	10th July 2002
Khalil Rehman	Co-opted	18th July 2001

### New Charter Housing (South) Limited

<i>Name of Board Director</i>	<i>Tenant/Local Authority/Independent/Co-opted</i>	<i>Date of Appointment</i>
Julie Hardman	Tenant	19th April 1999
Tony Berry	Independent	1st June 1999
Margaret Barker	Tenant	8th May 2002
Margaret Downs	Local Authority	7th July 1999
Patricia Haslam	Local Authority	7th July 1999
Anne Lucas	Independent	1st June 1999
Vincent Ricci	Local Authority	7th July 1999
Joseph Robinson	Independent	24th September 2002
Joan Ryan	Independent	8th May 2002
John Shenton	Local Authority	7th July 1999
Brian Spencer	Tenant	24th September 2002
Michael Wood	Tenant	19th April 1999 Resigned 2nd June 2003
Nick Brown	Co-opted	24th September 2002



#### New Charter Building Company Limited

Name of Board Director	Tenant/Local Authority/Independent/Co-opted	Date of Appointment
Stephen Hall	Independent	27th September 1999
Bill Skilki	Independent	27th September 1999
Julie Hardman	Independent	14th June 2001
Geoffrey Howarth	Independent	24th September 2002
Ian Munro	Independent	18th July 2001
Vincent Ricci	Independent	5th March 2002

#### New Charter Property Services Limited

Name of Board Director	Tenant/Local Authority/Independent/Co-opted	Date of Appointment
Ged Cooney	Independent	25th June 2002
Jimmy Burns	Independent	25th June 2002
Danny McLoughlin	Independent	10th January 2002
Julie Hardman	Independent	25th June 2002
Ian Munro	Independent	25th June 2002
Andrew Broadhurst	Independent	10th December 2002

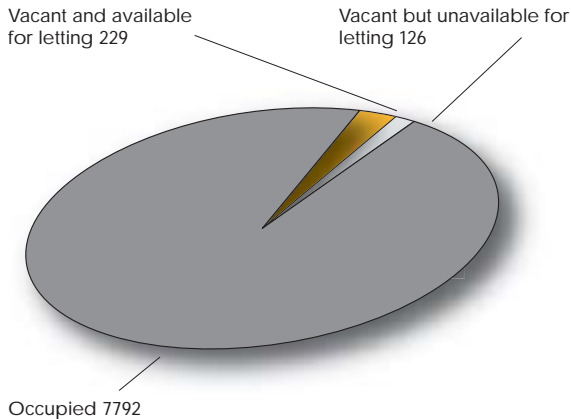
#### New Charter Housing Trust Limited

Name of Board Director	Tenant/Local Authority/Independent/Co-opted	Date of Appointment
Ged Cooney	Local Authority	7th July 1999
Hamid Ghafoor	Independent	18th December 2001
Jimmy Burns	Independent	10th December 2002
Elizabeth Coase	Tenant	18th December 2001 Resigned 26th August 2003
David Evans	Local Authority	7th July 1999
Julie Hardman	Tenant	19th April 1999
Jed Hassid	Independent	18th December 2001
John Shenton	Local Authority	7th July 1999
Stephen Hall	Co-opted	31st January 2000
Khalil Rehman	Co-opted	18th July 2001

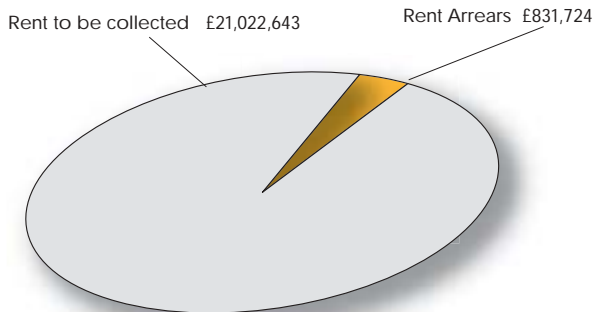
# performance in 2002/3

## New Charter Housing (NORTH)

### 1 Properties in Management



### 2 Rent Arrears as a % of net rent



3.96% of rent due is arrears.

### 3 Rent losses from voids

£940,132

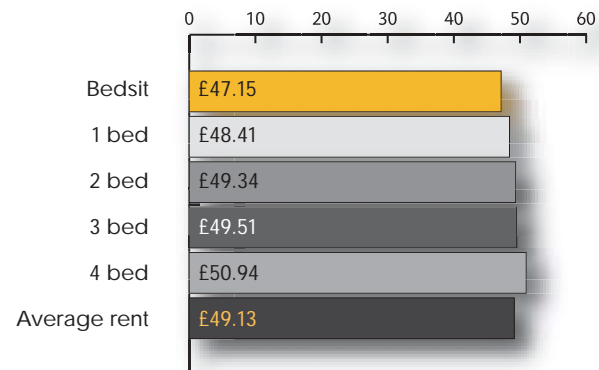
4.47% of rent due lost to voids.

### 4 Rent Collection Performance

95.99% of rent due collected.

### 5 Weekly Rents

(average based on a 52 week year)





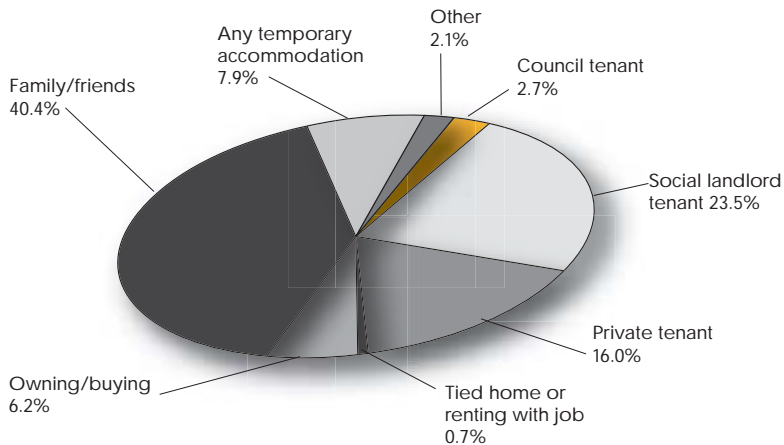
## 6 Lettings

(a) Total Number of Lettings 1015

### (b) Lettings by Ethnic Origin

White: British	93.7%
White: Irish	0.4%
Asian: Indian	0.6%
Asian: Pakistani	0.4%
Asian: Bangladeshi	0.3%
Black: Caribbean	0.2%
Black: African	2.0%
Mixed/Other	2.3%

### (c) Lettings by previous tenure



## 7 Repairs

Repairs reported by tenants

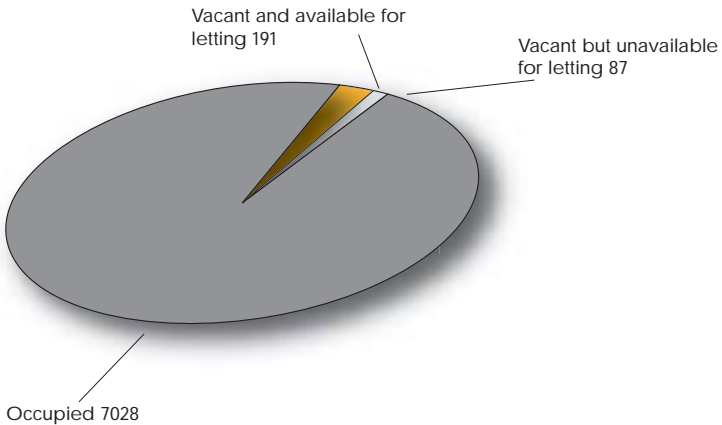
	Number	Target timescale for completion	% completed within timescale
Emergency	10516	4 hours	100
Urgent	8310	7 days	100
Routine	9432	28 days	97.4
<b>TOTAL:</b>	<b>28258</b>		

Average spent on each property per week for repairs **£19.91**

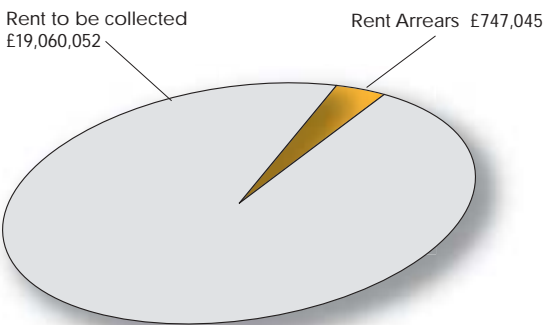
Average spent on each property per week for improvements **£32.28**

## New Charter Housing (SOUTH)

### 1 Properties in Management



### 2 Rent Arrears as a % of net rent



3.92% of rent due is arrears.

### 3 Rent losses from voids

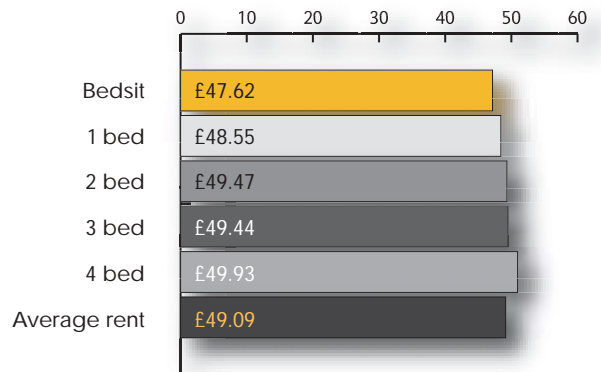
£677,129  
3.55% of rent due lost to voids.

### 4 Rent Collection Performance

96.07% of rent due collected.

### 5 Weekly Rents

(average based on a 52 week year)





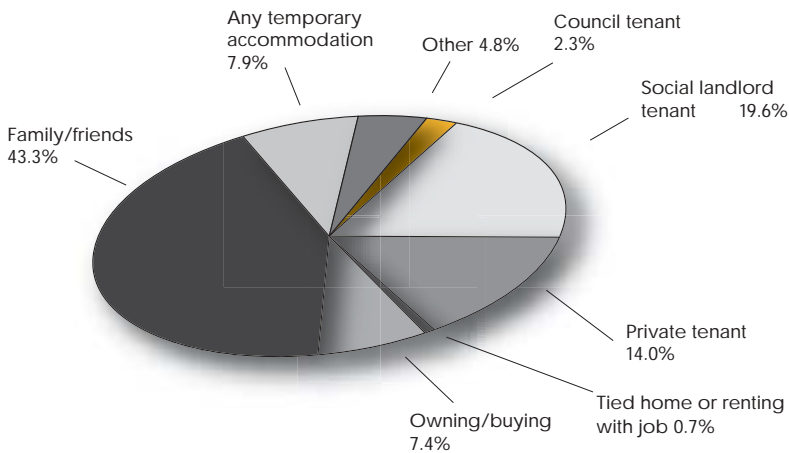
## 6 Lettings

(a) Total Number of Lettings 939

### (b) Lettings by Ethnic Origin

White: British	96.7%
White: Irish	0.9%
Asian: Indian	0.0%
Asian: Pakistani	0.0%
Asian: Bangladeshi	0.1%
Black: Caribbean	0.0%
Black: African	0.3%
Mixed/Other	2.0%

### (c) Lettings by previous tenure



## 7 Repairs

Repairs reported by tenants

	Number	Target timescale for completion	% completed within timescale
Emergency	8537	4 hours	99.9
Urgent	6560	7 days	100
Routine	8166	28 days	95.7
<b>TOTAL:</b>	<b>32616</b>		

Average spent on each property per week for repairs **£13.80**

Average spent on each property per week for improvements **£19.59**

## Group Statistics

### 1 Maintenance and Property Improvement

Properties with new:

Kitchens	445
Windows and doors	2480
Rewires	1103
Bathrooms	813
Central heating	1350
Painting	2084

### 2 Property Sales

Total number of Right to Buy/Acquire Sales

New Charter (North)	180
New Charter (South)	202

### 3 Equal Opportunities – Staff and Board Members

	STAFF			BOARDS		
	North	South	Trust	North	South	Trust
White: British	46	73	293	10	13	7
White: Irish	0	0	0	1	0	0
Asian: Indian	0	0	1	0	0	0
Asian: Pakistani	1	0	1	2	0	3
Asian: Bangladeshi	1	0	4	0	0	0
Black: Caribbean	0	0	1	0	0	0
Black: African	1	0	1	0	0	0
Mixed	0	0	0	0	0	0
Other	0	1	2	0	0	0
<b>TOTAL</b>	<b>49</b>	<b>74</b>	<b>303</b>	<b>13</b>	<b>13</b>	<b>10</b>

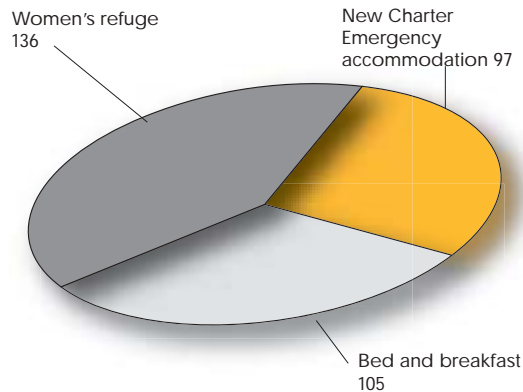


Sources:  
RSR, CORE and ODPM homelessness returns.  
Data is at 31/3/03 or for 2002/03 financial year.

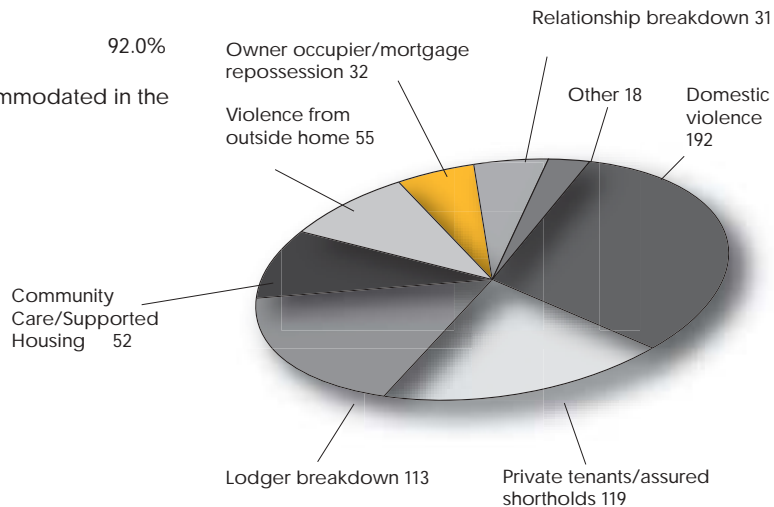
4 Services to other bodies

Homelessness Assessments and Temporary Housing  
provided on behalf of Tameside Council

- (a) Cases dealt with in the year 1901
- (b) Cases accepted as homeless 1264
- (c) Cases accepted in priority need 594
- (d) Cases dealt with within target (33 working days) 92.0%
- (e) Households temporarily accommodated in the year



(f) Source of homeless cases





 **new charter**  
HOUSING TRUST GROUP

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