



Annual Review



2019/2020

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A word from the Chair



I joined NWH as Chair in January 2020 and have been so impressed with what I have experienced so far.

As Chief Executive of a housing association myself, I understand the challenges faced in the sector; add to this Covid-19 and the pressure is on. Everyone at North Wales Housing has worked extremely hard to respond to the ever-changing situation and the challenges it brought, whilst still maintaining a good level of service to tenants. Most importantly their hard work has kept tenants, staff and the

wider community safe. Thank you all, you have truly put into practice the 'one team' ethos.

However, let us not let Covid-19 overshadow the hard work and successes of the rest of the year. In this Annual Review we take a moment to look back at the year and what we have achieved, from re-starting our development programme, the excellent tenant participation opportunities and the many People initiatives which have been led by the People Strategy.

I would like to take this opportunity to thank all our staff for their hard work over the last 12 months. I would also like to thank our Board Members – a dedicated team of individuals committed to ensuring that everyone at North Wales Housing delivers on our promises to tenants and residents and the corporate objectives we aspire to achieve.

Catherine Dixon
Group Chair

An overview of the year



Welcome to this year's Annual Review. What a year it has been! It would have been impossible to predict Covid-19 and the widespread effects it has had. Our thoughts are with those who have been adversely affected by Covid 19. It came at the end of the year and our fast response to set up home working to protect our customers and staff has given us the opportunity to launch our agile working for the longer term.

I have seen amazing examples of our people going above and beyond to help, as well as fantastic partner working. Thank you to everyone who has helped us during this challenging time.

Covid-19 aside, what else happened in 2019 – 2020? Our development programme is officially back up and running! Nant Eirias in Colwyn Bay was officially opened by Hannah Blythyn AM, Deputy Minister for Housing and Government in October 2019. Work has also progressed on our Canada Gardens development in Holyhead, with Phase 1 handover in August 2020.

A lot of hard work has gone into a re-financing deal this year. This project has improved the liquidity of the organisation, reduced interest costs, removed a number of restrictive covenants and raised new funds.

This will support our ambitious development programme for the next few years.

My thanks go to Centrus Advisors and Devonshires Solicitors for supporting us through the refinancing work.

As you have seen from the previous page, we have welcomed a new Group Chair this year; Catherine Dixon joined us in January 2020. She is Chief Executive of Muir Group Housing Association based in Chester and has many years' experience in housing. You can find out more about Catherine on page 36.

We have continued to support vulnerable residents via our Supported Housing and Older Persons department. Although this has been somewhat more challenging during Covid-19 due to the multi-occupational nature of the schemes, the dedication and support of staff have helped keep residents safe.

Over the last year we held numerous activities and opportunities for residents to get involved with us. Some of the highlights include the 'Opening Doors to the Outdoors' project, the 'Good Neighbour Award' and our attendance at the National Eisteddfod in Llanrwst.

I would like to take this opportunity to thank all NWH staff and Board members for your dedication and hard work throughout the year; without you, none of our achievements would have happened.

I hope that you enjoy reading this Annual Review and looking back on the year. We know that there are challenges ahead, but one thing is certain, we will be here to support each other every step of the way.

Chief Executive

Helena Kirk

Happy 45th Birthday to NWH

We celebrated Christmas a bit early at NWH. On 5th December 2019 all staff came together over lunch to celebrate our 45th Birthday. A tree was planted at the front of our Llandudno Junction office to mark the special birthday.

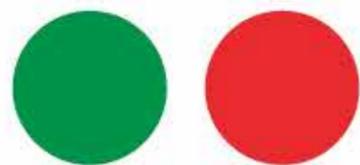
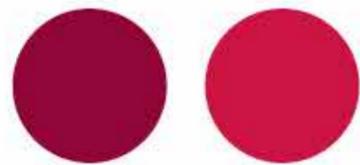
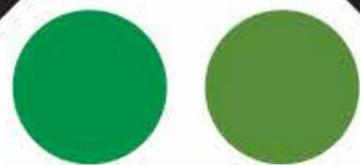


North Wales Housing Association Ltd.

Cymdeithas Tai Gog

NORTH WAL

TH WALES HOUSING



**NORTH WALES
HOUSING**

**TAI GOGLEDD
CYMRU**

To celebrate our 45th birthday a short video was put together. [You can watch it here.](#)

Formed in 1974 by a small group of local professionals, North Wales Housing was originally known as 'Llandudno and North Wales Housing Trust'. Our main aim was originally to develop housing for older people to complement the local authority. In 1978 114 'elderly and general purpose' homes were built at Parc Clarence, Llandudno. We now have over 2,600 homes across whole of North Wales.

Building new homes

Providing affordable new homes across North Wales is very important to us. North Wales Housing continue to work closely with local authorities and Welsh Government to build much needed affordable homes in Wales and contribute to the Welsh Government target of 20,000 affordable homes by 2021.



Nant Eirias officially opened

Our development programme is back up and running with Nant Eirias, Colwyn Bay, officially opened by Hannah Blythyn AM, Deputy Minister for Housing and Government.

Nant Eirias was a £2.4 million project to build a total of 12 one and two-bedroom apartments in partnership with Conwy County Borough Council and Welsh Government. The homes are intermediate rent, which means they are aimed at people in work, or who can pay the rent without financial assistance but will be less than the rent charged for a similar home in the area from a private landlord.





Build progresses in Holyhead development

Work continues to progress on another new development, Canada Gardens, in Holyhead, Anglesey. The development is in partnership with Anglesey Council and Welsh Government and will create 25 much needed new homes: 10 one bedroom flats and 15 two bedroom houses. Separated into two phases, the first phase was complete in August 2020 and phase two by the end of October 2020.

Refinancing deal supports development programme

To support our ambitious development programme, the Board approved a re-financing deal which improved the liquidity of the organisation, reduced interest costs, removed a number of restrictive covenants and raised new funds.



Better places to live

It is in our interest to improve the quality and safety of existing homes. We have an in-house Repairs Team who carry out day to day repairs to tenants' homes.

Planned Replacement and Improvement Works

North Wales Housing will maintain the quality of our homes according to the Welsh Housing Quality Standard (WHQS), a national standard of quality for homes set by the Welsh Government. 100% of our properties passed the Welsh Housing Quality Standard this year.

As our homes get older we may need to replace or improve items such as bathrooms, kitchens and doubling glazing to make sure they reach that standard.

In 2019-2020 we invested **£1,512,000** in improving our homes. We installed:

new windows and doors in **147** properties



106 bathrooms



34 new kitchens



Improving neighbourhoods: Tre Cwm Wall Project

The Tre Cwm housing estate in Llandudno consists of North Wales Housing, Cartrefi Conwy, and a small number of private properties. This housing estate is encompassed by a wall, segregating the community living there from the surrounding town.

The Tre Cwm Wall Project is a partnership project with North Wales Housing, Catrefi Conwy and CALL (Culture Action Llandudno). The aim of the project has been to develop artworks with the community which transforms this wall, addressing issues of exclusion, division and social isolation. Culture Action Llandudno (CALL) have secured a grant from the Paul Hamlyn Foundation which has helped commission two artists to deliver the project.

A number of activities have been arranged to engage with young people on the estate, such as art workshops, a treasure hunt around the estate, and open days. The final design received approval from us after talking to residents as well as planning permission from Conwy Council.



Tenant participation

Giving our tenants a voice is important to us and drives what we do across the organisation. We are committed through our Corporate Plan to increase engagement opportunities, and also have a Tenant Participation Strategy that shapes how we will drive engagement.



Changes to Tenant groups

This year the Residents' Advisory Panel (RAP) and the Landlord Services Committee (LSC) merged to form the Tenants and Communities Panel. Former RAP members now sit on the Tenants and Communities Panel, alongside Board members and senior members of staff.

We merged both groups to remove any duplication between RAP and LSC, and to strengthen the role of tenants within our governance, provide more influencing in decision making and the scrutinising of services.

Tenants Forum

We wanted to offer an alternative option for residents to meet and provide their input, and therefore created the Tenants Forum. The Forum is less formal than the Tenants and Communities Panel and will concentrate on one topic of interest per meeting. This could be a stepping stone for someone wishing to get further involved and join the Tenants and Communities Panel in the future.

Following a recruitment drive, we held the first meeting in early March 2020. The meeting was attended by 11 tenants including one from an Extra Care Scheme, one young person from a Hostel and the rest from General Housing properties.

James who attended said:

"I enjoyed the meeting and have not done anything like this before. I look forward to when meetings can start again."

Sounding Board

The Sounding Board is a database of tenants who are interested in reading leaflets, forms, policies, etc, and providing feedback about improving them. There are 34 members and they were involved in projects such as looking at potential new website designs and reviewing our Tenant Participation report.

Moving forward the Sounding Board will be utilised further to gain tenant input during 2020 as social distancing will not be an issue.



Providing opportunities to tenants

Over the last year we held numerous activities and opportunities for residents to get involved with us. Here are some of the highlights.

Bus Stop

The Bus Stop Project is a mobile community development project in partnership with Grŵp Cynefin, Cartrefi Conwy, and Conwy County Borough Council. The project delivered a number of activities at schemes on our behalf, including Citizenship and Road Safety, Arts and Crafts at our Older Persons schemes and Environment and Recycling.

Good Neighbour Award

This year we ran our second Good Neighbour Award. The competition's aim is to pay tribute to tenants who have made a significant difference to the lives of their neighbours or the local community. Teresa nominated her winning neighbour Robert. Teresa said:

"When I moved here I didn't know anyone in the area. I had no family here. He's a truly kind man who lifted my spirits and helped me back on my feet. He's also been like a grandad to my daughter."



Gardening Competition

Our gardening competition has continued to be popular with our tenants. A tenant can nominate themselves or a neighbour in categories such as best garden, most improved garden, best container garden and best kept communal space/garden.



Get to know your landlord events

These events were planned to increase presence on our schemes, learn more about tenants and listen to their views regarding what is happening on the schemes and in their communities.

Events were held at

- Gerddi Morfa (Conwy)
- Cae Bold (Caernarfon)
- Llain Cytir (Holyhead)
- Llys Afallen (Penmaenmawr).

They were attended by

- Housing Officers
- Welfare and Financial Inclusion Officers
- Rakes and Ladders staff
- Local Authority recycling teams
- PCSO's.

Planned events for Bethesda and Llain Deri were postponed due to Covid-19.





Opening the Doors to the Outdoors

This project, in partnership with Outdoor Partnership, aims to provide opportunities for those on low incomes and economically inactive to be able to participate in outdoor activities. Being active and taking part in outdoor activities can benefit both physical and mental health.

This year tenants were able to participate in hill walking (8 participants), electric biking (9 participants), canoeing and kayaking (5 participants) and indoor climbing (9 participants).

Adam, who's taken part in many of the activities this year, said:

"I'm really grateful for the opportunity. I've now joined my local climbing wall in Llandudno and hope to carry on and get better at climbing."



National Eisteddfod Llanrwst

North Wales Housing hosted a stand at the National Eisteddfod Conwy in Llanrwst in August 2019. It was a busy and fun week!

We welcomed hundreds of people to the stand over the course of the week, chatting about what North Wales Housing do over a cup of tea or to take part in the many activities we had planned. We achieved our goal of cycling the 186 miles from Llangollen to Abersoch then Holyhead. We had over 200 entries for the children's drawing competition too, which made judging very hard.

Many tenants visited us on the stand. We also held a tenant competition to win tickets to visit the Eisteddfod, and the winners popped by to say hello.



North Wales Housing has a team of staff based across North Wales providing support and accommodation to vulnerable people in different situations.

This includes providing temporary and supported accommodation; accommodation for single homeless people in hostels; advice and support for

street homeless people; resettlement services; support for long-term sufferers of mental health issues and victims of domestic abuse.

past 12 months, changing many lives for the better. Many of these people have successfully moved on to general needs social housing accommodation and living independently thanks to the support of their project workers.

Supported Housing

With the support of NWH several vulnerable people have been supported in the



Supporting homeless people

North Wales Housing is seen across the region as a key-player in the provision of support for homeless people, and our Outreach and Resettlement Team in Gwynedd are on hand to provide housing advice and support for rough sleepers to find and maintain their own accommodation.

Donations and great partner working has yet again helped maintain a gate service at St Mary's Hostel, Bangor which provides hot and cold meals to street homeless people in Bangor.

Successful partner working during Covid-19

The Outreach and Resettlement Team worked extremely hard in the early days of Covid-19 lockdown, helping Gwynedd Council to find homes for those who were street homeless, protecting them from the virus. Some were reluctant to be housed, but the Team didn't give up and successfully housed a number of people. Partner working continues with Gwynedd and Conwy Council to find permanent homes for the homeless.

Homeless hostels

North Wales Housing have three homeless hostels across Gwynedd and Conwy that provide support to help vulnerable people live independently and move on to their own accommodation. **St Mary's Hostel (Bangor), Pendinas (Bangor) and Noddfa (Colwyn Bay) have supported a total of 46 people in 2019/2020.**

Happy 30th Birthday Noddfa

Noddfa Hostel in Colwyn Bay celebrated 30 years in August 2019. Residents old and new, partner agencies and staff came together to celebrate. The rain held off just enough to enjoy a BBQ and cake. Artist Dime one held a graffiti session before working with residents to design and paint a new mural on one of the hostel walls. A collection of food donations was also made for Conwy Food Bank as part of the event.



Mental Health schemes

North Wales Housing offer supported accommodation to those who are recovering from, or have, a long-term mental health issue. However, it's not just about the accommodation in these schemes, it's about the help and support offered by the Project Workers and through partnership working with agencies.

Engagement is an important part of preparing residents for independent living and successful move-on. Residents at one of the schemes, Monte Bre, took part in a 'Come and Cook' course over the winter months. The extremely useful course helped residents Sarah and Brian learn essential skills around healthy

eating and cooking on a budget. The course was run by BCUHB Community Dietitian and residents were supported by their Project Workers, by shopping with residents, preparing for the menus and completing course work. Sarah and Brian were recently safely presented with their well-earned certificated, marking their successful passing of the course.



24 people were supported by Conwy Mental Health scheme in the last year. Here is a case study which highlights one of many success stories.

Tony struggled to find community-based accommodation after a lengthy custodial sentence. Due to his offending history, Tony felt that he did not have many chances to re-build his life. NWH worked closely with his wider supporting agencies and after assessing his needs and risks, Tony was offered a room in shared mental health accommodation.

Tony quickly adapted to life back in the community and was very proactive in engaging with NWH Project Workers. He positively re-integrated back into the local community and all supporting agencies were really pleased with his progress. Tony re-built

relationships with his family and started to explore options around volunteering and re-training opportunities locally, as he was keen to get back in to work.

Tony felt ready to live alone but with some ongoing housing related support after 9 months. As Tony had made such strides with his adjustment back in the community, he was supported in to his new flat. Tony had not held his own tenancy in over 20 years and enjoyed having his own space. He was happy in the knowledge that he will continue to receive support for his housing, mental health and community needs moving forward.



Getting involved

Engagement is an important part of preparing Supported Housing service users for independent living and successful move-on. A number of engagement activities have gone on over the year that have helped up-skill individuals as well as building their confidence levels.

Examples of the events and activities organised at shared accommodation schemes include regular house meetings, gardening projects, sessions on budgeting and planning skills, and film nights.



Older Persons

North Wales Housing have a number of housing options for older residents that enable them to live independently in an easy to manage home, leaving them free to enjoy life with the peace of mind that support is on hand when they need it.

Occupancy rates at the schemes are almost at **100%** and satisfaction is consistently high.



In the 2020 tenant STAR survey **99%** of residents were satisfied with the frequency of contact with the scheme manager and **95%** satisfied with the overall service provided by the scheme manager.





NWH first Extra Care scheme celebrates birthday

Llys y Coed, Extra Care scheme in Llanfairfechan celebrated its 10th birthday on 30th August 2019 and residents, family and friends came together for a big celebration at the scheme.

This was North Wales Housing's first Extra Care Scheme, developed in partnership with Conwy County Borough Council. Aimed at people who are aged over 60 and who have care and housing needs, it is a superb opportunity to benefit from an independent and secure lifestyle, backed up by care and support which is flexible and tailored to resident needs.



Getting involved

A key element of these Older Persons schemes are the opportunities to get involved and interact with other residents. Examples of these includes residents' meetings, social events and activities, film nights, bands playing, arts and crafts, exercise classes and awareness sessions covering things such as fire safety, dementia, and hearing loss.

Llys y Coed has a thriving Residents Association, which organises a number of activities on behalf of all the residents as well as raising money for local charities.

All of the schemes also have strong community connections, regularly inviting community groups such as Bus Stop, Conwy Community Wellbeing, etc. Llys y Coed has also worked hard with the local community to help make it a dementia friendly community.





Bridging the generations

Following the success of its first year, an intergenerational project continued for the second year running at Extra Care Scheme Cae Garnedd in Bangor.

The project is a partnership with Gwynedd Council, Ysgol y Garnedd in Bangor and Bangor University.

Activities are arranged for each visit with sessions focussing on music, craft, gardening, games, and various talks from partner agencies. Feedback from tenants and the school has been excellent with clear benefits to tenants' wellbeing. Many residents, despite their health problems or disabilities, have thrived. They come alive during the sessions and when socialising with the children, who see beyond the age difference, disabilities and stigma.

"I like going there because some old people are lonely and seeing us makes them happy."

Pupil



"It's such a joy having the children and students here; they bring so much life and imagination into activities."

Mary

"I feel they help to keep my brain active." Jane

People are at the centre of everything we do and this year we have made a start on implementing the People Strategy.

Our aim is to build and develop our relationship with staff by creating a great place to work – we are committed to providing training opportunities and giving staff a voice in how the organisation is run. We always aim to attract and retain high

calibre and motivated employees; we will continue to do this over the coming 12 months by appointing people who share our values.



Our People

New appointments to Senior Leadership Team



The Senior Leadership Team has changed over the year, and we are pleased to welcome new members. Some of these, however, were not new faces. Brett Sadler changed roles to Operations Director, Ruth Lanham Wright was promoted internally to Assistant Director Homes. Allan Eveleigh, Assistant Director Communities, however, is new to NWH, and we welcomed him in August 2020.

SLT away days

The Senior Leadership Team introduced away days to their way of working over the year; always held off-site, these sessions give the Team an opportunity to concentrate on strategic planning for the future, improving our services to customers and staff engagement items in detail.

Leadership Network

We realise that to be the great organisation we desire to be, we must have great leaders. That is why we are investing time and money in our Leadership Team to help and support them to become better leaders.

As part of this all Line Managers are part of the Leadership Network.

They regularly meet to network, share best practice and consult on proposed organisational changes.

We have also been planning a new Leadership Development Programme which will be delivered by ASK in 2020-2021.

Best Companies to Work For survey

North Wales Housing took part in the Best Companies to Work For survey in 2019 for the first time. This is a confidential survey completed by our people using an 8 factor model covering My Manager, Leadership, My Company, Personal Growth, My Team, Wellbeing, Fair Deal and Giving something Back. “Whilst we narrowly missed out on being listed on this occasion, we gained valuable insight into what our people want and expect from us as their employer.” said Lynne Williams, Head of People. A project group made up of people across the organisation has been set up to support our journey to become a ‘Great Employer’.

MGI Improving Customer Service training

This year North Wales Housing engaged with top training provider, Mary Gobar International (MGI), to work with us to achieve our goal of 'Delivering Great Service'. Throughout December 2019 – March 2020 all NWH staff took part in a face to face training to develop a positive, solution focused culture that will ensure excellent customer service.



This is part of NWH's commitment to improving the customer experience. The training was designed to give

us the tools to enable us to handle any situation we find ourselves in with confidence and in a positive manner which will gain the buy in, trust and support from colleagues and customers alike.

This is an on-going commitment and we continue to practice what we have learnt daily.

Virtual staff conference

Coronavirus didn't put a stop to the Staff Conference. Although we did not physically get together as planned, a virtual Conference took place instead. The Conference took place on Workplace, our internal social network, with people posting and engaging throughout the day, celebrating our successes over the year as well as

fun activities such as a quiz and our charity reveal. The Rents and Finance Team even surprised us with a football-themed home video, perfectly highlighting the teamwork taken place during recent months.

Working groups

Staff have a number of opportunities to get involved and have their say via working groups. This includes the Welsh Language Group, Good to Great and the Digital Transformation Group. The Digital group also includes tenants, which is a good way for staff and tenants to get to know each other.



Going the Extra Mile

The Extra Mile Award, the employee award scheme, was revitalised this year. Each month employees nominate a colleague who they think has gone the extra mile. This scheme highlighted some great work by individuals throughout the organisation, work that otherwise would have gone unrecognised. Winners receive vouchers and a certificate of recognition each month.

Health and wellbeing

It is recognised that our staff are key to our success; happy people means a happy organisation. A successful Health and Wellbeing project group has seen more engagement with staff over the last year, with participation in groups such as walking club, lunchtime badminton and competitions such as a pumpkin carving at Halloween helping everyone getting to know each other better.



Training provided to support positive working environment

As part of our commitment to health and wellbeing, all Leaders, Health and Wellbeing champions and First Aiders have been provided 'I-Act Promoting positive mental health and wellbeing' training. This course aims to support employees to improve their workplace wellbeing, and support others who may experience a mental health or wellbeing issue.

All staff have also taken part in online training in 'Stress Awareness' and 'Mental Health Awareness'.



Rising Stars

The Rising Stars programme is now in its second year. The programme gives members of staff the opportunity to get one to one mentoring/coaching, job shadowing, and involvement in projects across the organisation. This year we offered the programme to two Leaders as well as three members of front line staff.

Seb Hibbert, Karlene Jones, Sam Roberts, John Jones and Toya Jewell were selected, and the programme was again a success.

As well as obtaining a Leadership and Management and Coaching qualification they also visited other housing associations to see how they do things and led on organisational projects.



Charity

Giving back to the community is important, and each year a Charity group sets about raising money for a chosen charity.

*Last year we raised an amazing **£4,200** for North Wales Mountain Rescue.*

This money was raised by a Snowdon challenge, pay day treats such as breakfasts, cheesecakes and Chinese curry, a retro tea party, lunchtime bingo and more.



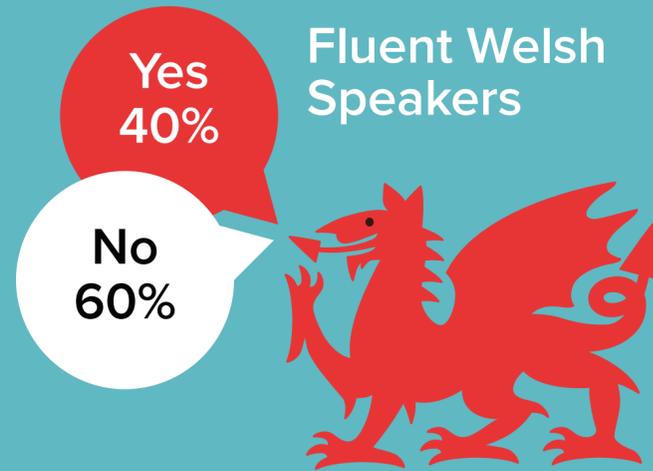
NWMRA

North Wales
Mountain Rescue Association

Staff Diversity

North Wales Housing aims to always recognise and value the diversity that exists and is evolving in the communities that it serves. We try to eliminate discrimination and harassment in all of its forms by promoting equality of opportunity and aim to operate with openness, fairness, integrity and respect. This infographic shows the profile of our staff diversity.

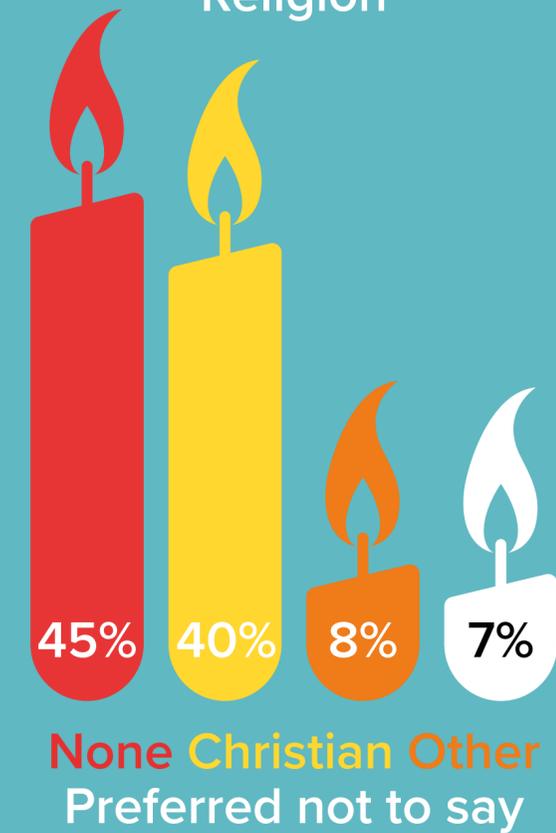
Fluent Welsh Speakers



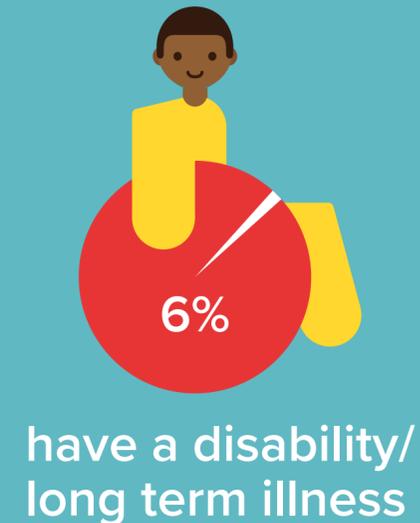
Sexual Orientation



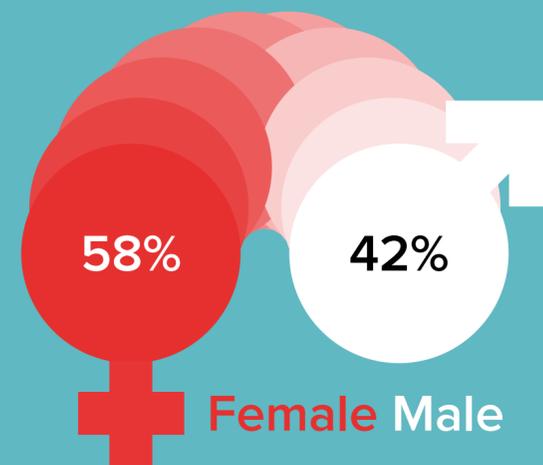
Religion



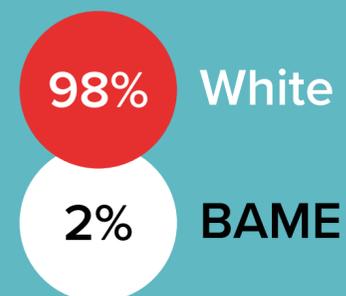
Disability



Gender



Ethnicity





**Catherine
Dixon**
Chair



**William (Bill)
Farnell**
Vice Chair



**Janet
Roberts**



**Ian
Alderson**



**Carol
Downes**



**Dylan
James**



**Sian
Williams**

We are committed to achieving good governance at North Wales Housing and comply with Community Housing Cymru's Code of Governance. The code is designed to help housing associations to develop good governance structures and to support continuous improvement.

Governance

North Wales Housing is led by a Group Board, supported by a Tenants' and Communities Panel, Audit and Risk Committee and a Remuneration and Membership Committee.

We have 7 Board Members. They are responsible for providing the strategic direction for the organisation.

Change in structure

This year the Residents' Advisory Panel (RAP) and the Landlord Services Committee (LSC) merged to form the Tenants and Communities Panel. Former RAP members now sit on the Tenants and Communities Panel, alongside Board members and senior members of staff.

We merged both groups to remove any duplication between RAP and LSC, strengthen the role of tenants within our governance, provide more influencing in decision making and the scrutinizing of services.

New Group Chair



Catherine Dixson joined NWH as our new Group Chair in January 2020. Catherine is Chief Executive of Muir Group Housing Association based

in Chester. Catherine previously worked at GreenSquare as Executive Director (Organisational Development & Corporate Services) in Wiltshire and prior to that as Director of Business Support with Synergy Housing based in Dorset. Catherine has many years' experience in housing and working for a local authority in education, social services and the fire & rescue service. Catherine is Chair of Governors at Ysgol Sant Dunawd in Bangor-on-Dee. Catherine has a Masters Degree in Business Administration (MBA) and is a Chartered Secretary & Administrator (ACIS).

Tenants and Communities Panel Members

Janet Roberts - Chair
Carol Downes – Vice Chair
Sian Williams
Tenant members

Audit and Risk Committee Members

Dylan James - Chair
William (Bill) Farnell – Vice Chair

Remuneration and Membership Committee

Ian Alderson
Sian Williams - Chair
Catherine Dixson

How we performed in 2019/2020



100% of our properties passed the Welsh Housing Quality Standard

Just under **9,611** repair jobs were raised and completed



100% compliance with gas servicing and fire risk assessments

362 tenants received financial inclusion advice, this made just over **£37,000** of savings for tenants



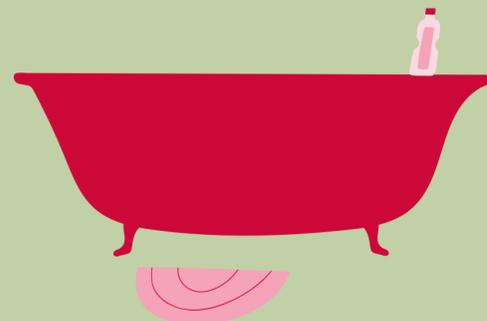
80% of tenants were satisfied with NWH service overall

78% of tenants say rent is value for money

It took on average **55** days to let a property



Customer Services answered just under **35,000** calls, **92%** of calls received. Average call waiting time was **33** seconds.



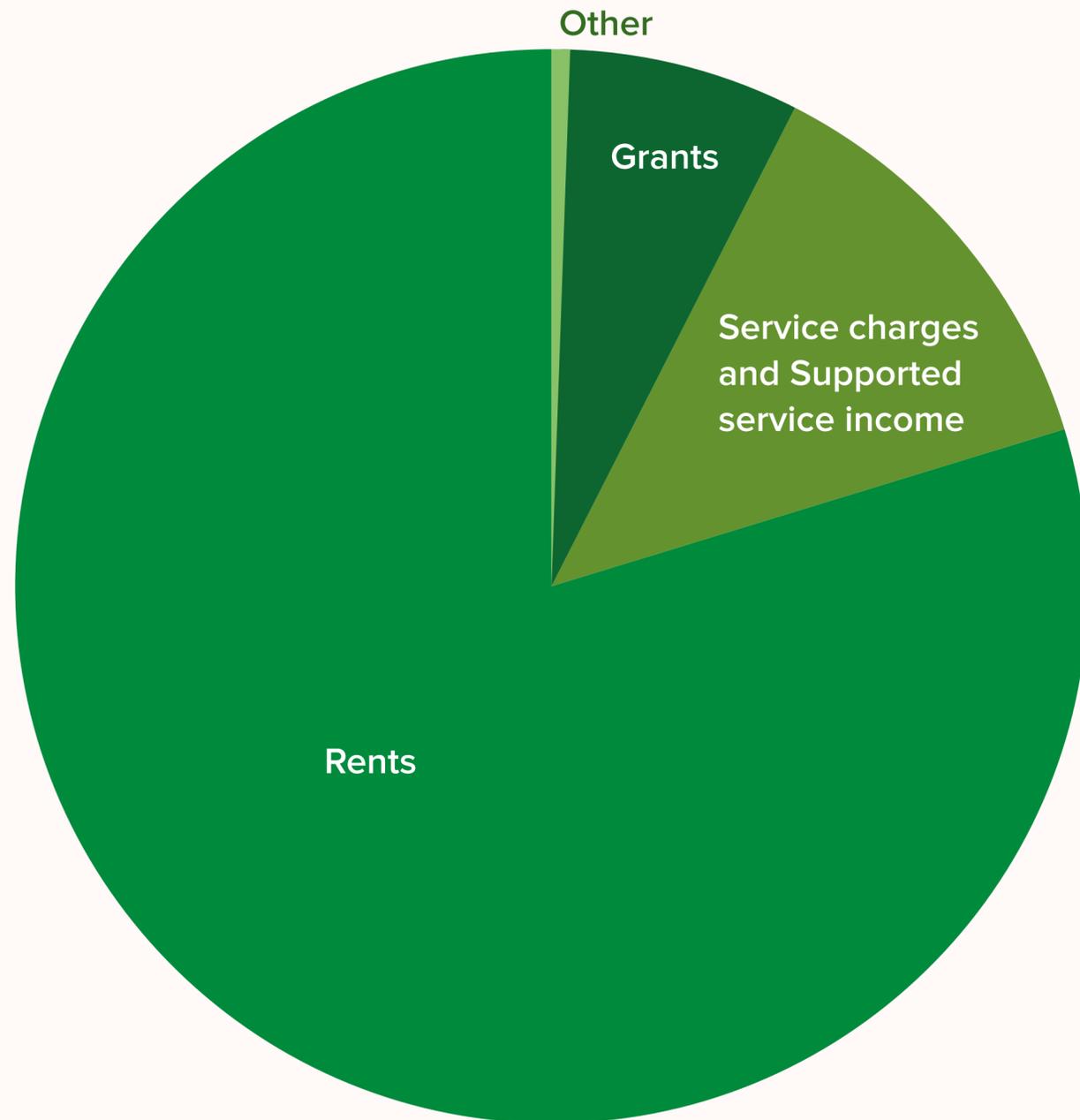
Installed new windows/doors in **147** properties

Installed **106** bathrooms

Installed **34** new kitchens



Financial Performance: Income Summary



Income

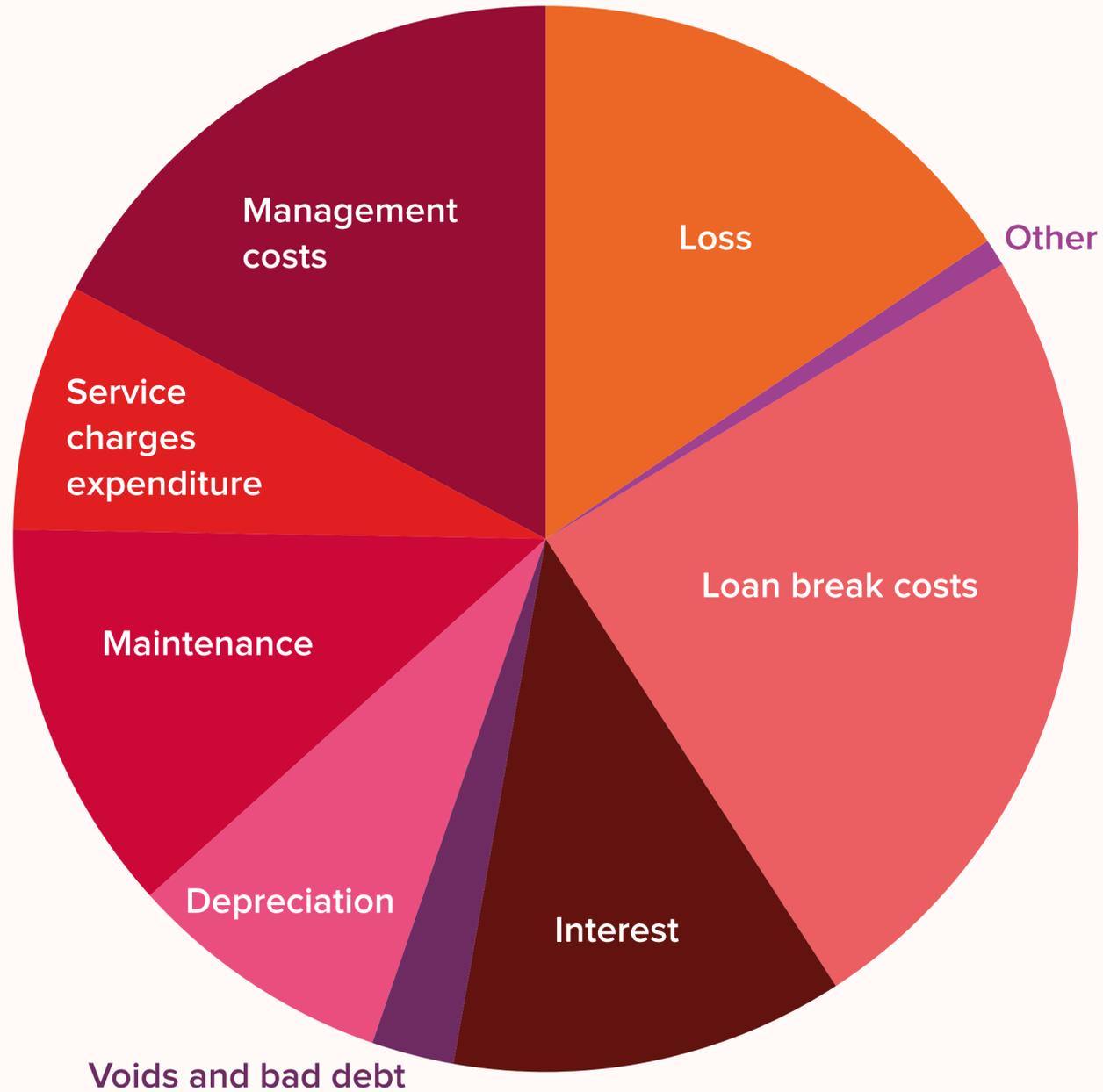
£(000)

Rents	£12,974
Service charges and Supported service income	£2,071
Grants	£1,127
Other	£106

Total

£16,278

Financial Performance: Expenditure Summary



Expenditure

£(000)

Management costs	£4,058
Service charges expenditure	£1,783
Maintenance	£2,854
Depreciation	£1,878
Voids and bad debts	£592
Interest	£2,856
Loan break costs	£5,765
Other	£175
Loss	£3,683

Total

£23,644

Other Comprehensive Income	£2,796
Total Comprehensive Income for the year	£(887)
Capitalised development and major repairs expenditure	£4,197



Got a question?

If you have any questions or feedback on this Annual Review please get in touch:

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01492 572727

www.nwha.org.uk

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[/northwaleshousing](https://www.facebook.com/northwaleshousing)

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