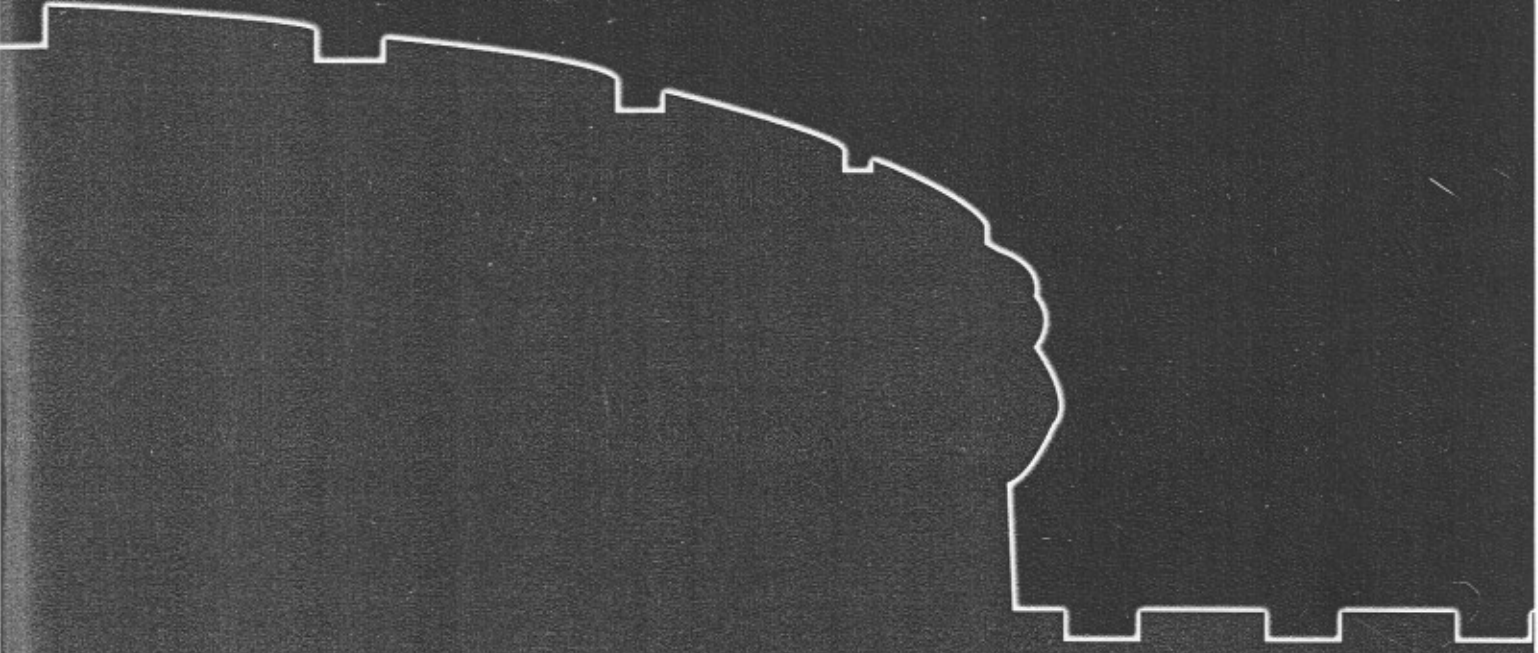
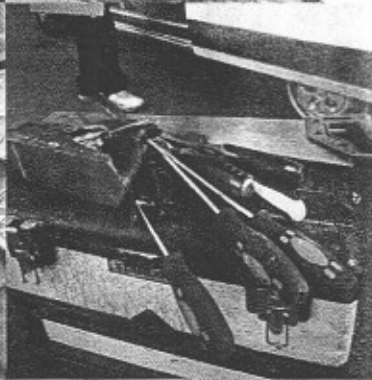
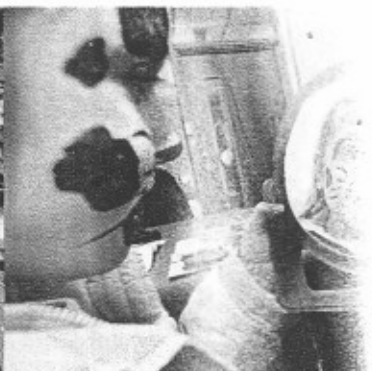


Carlisle Housing Association



5 YEARS ON: Progress on our promises



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Every care has been taken to ensure the information within this document is accurate from data available. However we cannot be held responsible for changes that occur after going to press

5 years on



"I am delighted to see the progress made by Carlisle Housing Association over the last five years since the housing stock was transferred from Carlisle City Council. CHA will continue to offer high quality customer focused services, and is committed to remaining a thinking and evolving association providing housing fit for twenty first century living."

Mike Little – Chair of Board, Carlisle Housing Association



"We have produced this 5 years on document to show our progress and commitment since the stock transfer of 7,200 Council properties in December 2002. Carlisle Housing Association has constantly strived to deliver a quality service and has exceeded in many of the initial promises. This has given CHA a platform to drive on with The Riverside Group's vision of **transforming lives, revitalising neighbourhoods**"

Patrick Leonard – Managing Director, Carlisle Housing Association



We promised...

- To invest £52 million in improving homes (average spend of £7,200 per house)
- To spend £20.2 million on responsive repairs and maintenance
- To give the choice of full central heating in all homes
- Loft insulation in all homes to meet standard as recommended by National Energy Action
- To install new kitchens in over 2,800 homes
- To install new bathrooms in over 2,400 homes
- All homes to be rewired to meet current standards
- All homes to be fully double glazed
- To install new front and back doors to 2,000 homes
- To install mains smoke detectors in over 3,000 homes
- To install extractor fans in over 4,500 kitchens and bathrooms
- To carry out external repairs to fences, gates, footpaths & driveways
- To install door entry systems in 650 flats

Please note: Over the past five years some promise details have been amended from the initial promises, in agreement with Carlisle City Council

Carlisle Housing Association

Our actual spend and planned spend to the end of 2007 will be **£56.5 million**.
 This is an **average spend of £8477 per home** (this includes some properties which were invested in but have now been sold).
 We currently own **6140 homes**.

• The loft insulation programme is underway and all homes will be fitted with 250mm of insulation by April 2008.

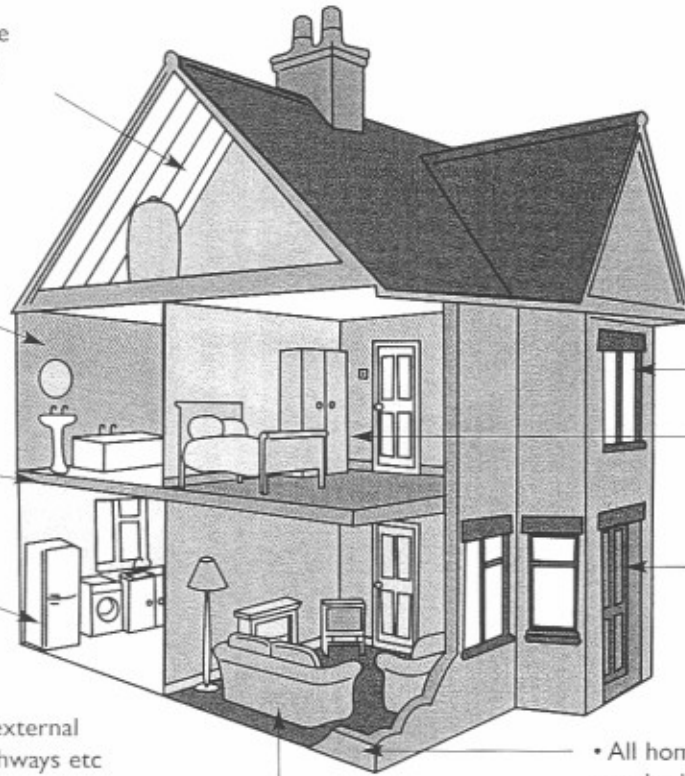
• Installed new bathrooms in 2618 properties (£5 million spend)

• 5922 extractor fans fitted to bathrooms and kitchens

• Installed new kitchens in 4239 properties (£16.7 million spend)

• We spent £5 million On external repairs to fences, gates, pathways etc

• Door entry systems fitted in all communal buildings and to all other flats, where requested



• Stock transfer spend on repairs will total £22.5 million.

• All homes fully double glazed.

• Mains smoke detectors fitted to 4331 homes (£960 thousand spent)

• Front and back doors have been fitted to 6840 homes (£4.7 million spent)

• All homes rewired to current standards (£2.6 million spent)

• All homes offered central heating (£9.3 million spent).

5 years on



We promised...

- Our tenants would be protected from dramatic rent increases
- We guaranteed any increase rent increase in the first 5 years would be lower than the government maximum
- To set Service charges at a level which covered the actual cost of providing the service and to refund any excess payments
- To provide regular rent statements

5 years on

We have met these promises in full...

- New and transferring tenancies have been treated the same when applying rent increases since stock transfer.
- We have succeeded in ensuring yearly rent increases have been below the government maximum.
- Four weeks notice is given to all tenants on rent change.

We will continue to ensure rents are in line with Government guidelines.

- ★ By April 2008 we will issue detailed service charge statements to all tenants in receipt of these services.
- ★ These will show itemised service provision costs and how these charges are implemented.
- ★ We are committed to review this area regularly to ensure we deliver best value to all our service users.

"70% respondents thought the rent they paid represented good value for money - compared with 63% in 2004."

Quote from tenants' Status Survey' in May 2007



buildings and environment

09



We promised...

- To invest £1 million in environmental improvements
- To create self contained flats in five sheltered units
- To have at least three offices in Carlisle area by 2004
- To demolish 150 properties subject to consultation
- To develop a master plan for the Raffles estate
- To make provision for aids and adaptations
- To accommodate accessibility features in refurbishment and design works

- ★ We have invested £500,000 in improving our estates. Projects have included replanting and landscaping.
- ★ We now spend around £525,000 yearly on grounds maintenance and have significantly improved the level of service which our residents receive to create a better living environment.
- ★ We have three office bases in Carlisle – our main Botchergate Office, Careline and the Botcherby Action Team (BAT) office. The first two are mainly operational and do not function as estate management centres which we hope to reassess. Over the last five years we have provided temporary offices to have a presence in various locations.
- ★ We are now piloting 'surgeries' on estates for dealing queries eg rent. The first one took place in November 2007 at Petteril Bank.
- ★ The Botcherby Action Team (BAT) office allows us to work closely with Botcherby residents. We will review its impact and may look to set up similar services.
- ★ 94 homes (in Morton, Harraby and Currock) have been, or are, scheduled for demolition. Other properties earmarked for demolition are under review as investment and refurbishment may now be a better, more environmentally friendly option.
- ★ The Raffles estate continues to be a Carlisle success story. This followed the regeneration vision initiated by Carlisle City Council, who also drew in a great deal of additional funding. Mixed tenure properties have increased diversity and prosperity in the area. With responsibility for 566 properties any further plans for Raffles will be developed in partnership with stakeholders.
- ★ We will continue to design and modify our properties to accommodate accessibility and other aids and adaptation needs. Adaptations have been made to over 1,500 properties and we are firmly committed to supporting equality and diversity.
- ★ We have spent over £400,000 on aids and adaptations. Some of these were grant aid funded, which means the actual total spend is much greater.
- ★ We continue to work with occupational therapists, and other professionals, in order to tailor homes to meet residents' specific needs.
- ★ In 2008 we plan to install solar panels in some properties as a pilot project. We hope this may help tenants save money on fuel bills whilst reducing their carbon footprint.

12

community investment



We promised...

- To invest £400,000 per year in community projects
- To gain additional match funding
- To apply to the Riverside Group's Community Investment Fund
- To have a dedicated Community Investment Team
- To consult on, and produce, Neighbourhood Action Plans

5 years on

Approximately 84 community projects have received £8.4 million in funding

We committed £2.3 million worth of funding (mainly from the Community Investment Fund) and also obtained match funding from over 50 different organisations.

Major contributors included:

£993,000 - Sport England
 £690,000 - North West Development Agency
 £610,000 - Carlisle City Council
 £319,000 - Cumbria Constabulary
 £233,000 - Cumbria County Council
 £200,000 - Sure Start
 £137,000 - Northern Rock Foundation



£2.3 million on People and Places projects eg health, credit unions and sport projects



£1.84 million on a wide variety of estate projects for improvement



£1.5 million on youth projects, some designed to engage and prevent anti social behaviour



£1.5 million on Community Safety projects



£1.14 million on employment related projects to improve skills of our residents



Great range of small projects from our Small Grants Scheme, which tenants can apply for

The Riverside Group's vision

'Transforming lives, revitalising neighbourhoods...'

Regeneration means providing decent affordable homes and sustainable places for people to live, through investment in people, communities and the environment.

- We are firmly committed to building sustainable communities.
- Botcherby estate is a pilot project for good practice in consultation and regeneration. We will assess improvements made and may then use it as a model throughout our areas.
- Neighbourhood Action Plans were put together from stock condition data and other external information eg crime 'hot spots' etc. This data is being updated to include completed work and then analysed. This will then be linked into our asset management and regeneration strategies, which will then be reviewed by our tenants in 2008.

**We now employ 4 full time staff in our regeneration team.**

This team looks after all aspects of regeneration in our communities.

In 2008 we aim to launch a series of consultations across all our estates.

The aim is to find out what our tenants want us to improve.

From this information we will develop action plans to help us meet our tenants' needs. We aim to regularly consult our tenants on the progress of these plans.

Our aim is to improve lives...

5 years on



We promised...

- To take action on anti social behaviour (ASB)
- To work closely with Police and other organisations on crime and disorder issues
- To enforce tenancy conditions on environmental issues

We have used a wide range of methods to tackle anti social behaviour:

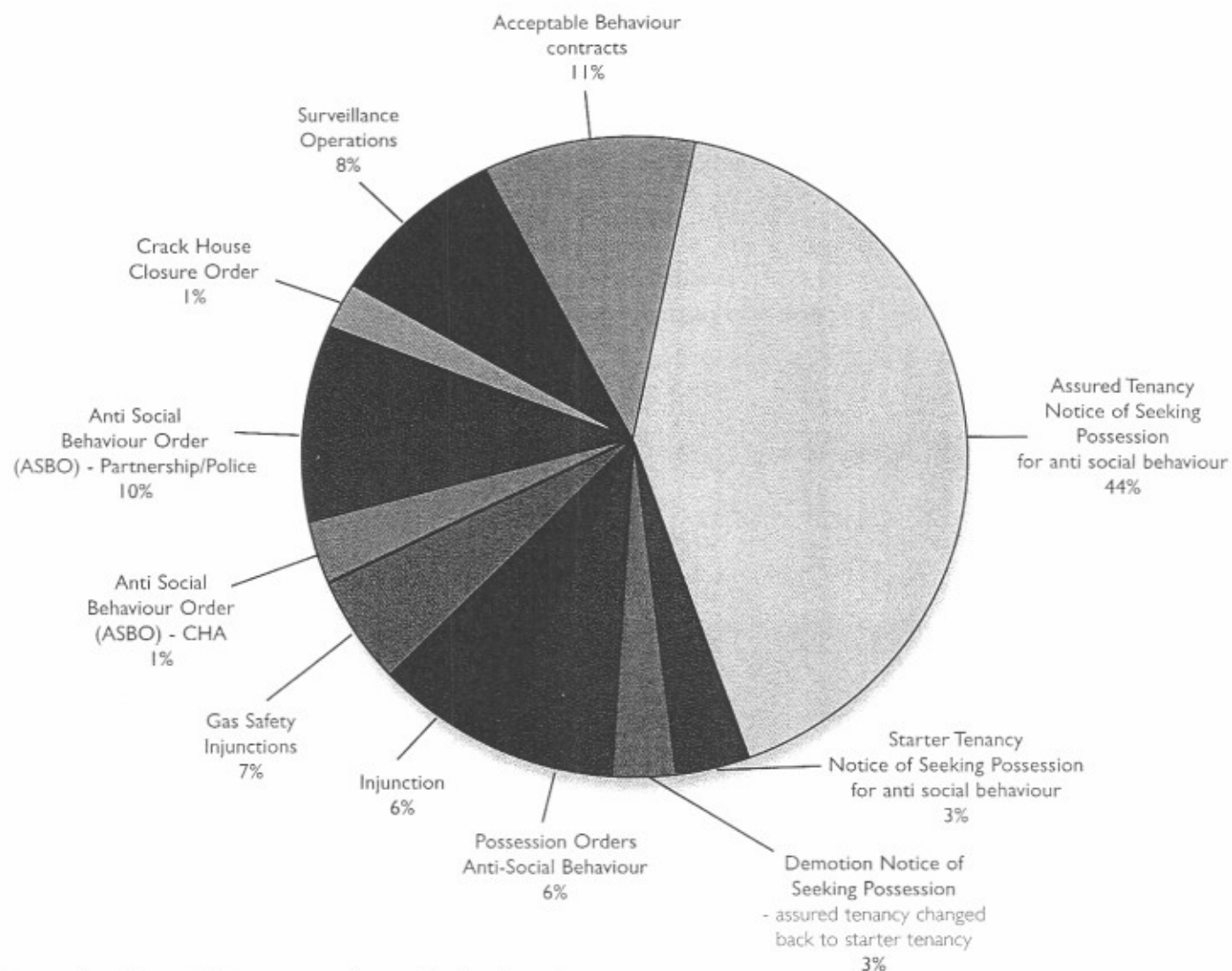


Diagram shows Tenancy Enforcement type shown as % of total sanctions

Carlisle Housing Association

As well as responding to, and tackling, anti social behaviour incidents we have also been proactive in organising projects designed to prevent anti social behaviour through targeting disengaged or disadvantaged groups.

Examples of these projects included:

- The 'Youth Bus' project in Raffles, Currock and Yewdale was run by Living Well Trust.

This was a mobile youth centre which was professionally supervised.

The main purpose was to engage, keep young people off the street and encourage appropriate behaviour.

"We also fund a Police Officer who is based in our offices.

This is to provide support to our tenancy enforcement teams in tackling anti social behaviour:

We have had many successes in preventing and tackling anti social behaviour"

- The Living Well Trust family pilot in Currock was aimed at mothers.

It looked at parenting skills and any support provision available.

20 mothers regularly attended with children ranging from babies to teenagers.



5 years on

We are involved in the Carlisle Multi Agency Problem Solving team. This team looks at resolving anti social behaviour incidents by working in partnership with the other agencies in the team - including: Cumbria Constabulary; Cumbria Fire and Rescue Service; Victim Support and Carlisle City Council.

In line with the Government's Respect agenda encouraging a multi agency approach to anti social behaviour. This has a greater chance of success as partners combine resources, knowledge and specialist skills.

'Safe as Houses' is a project we run funded by the National Lottery.

- Our 'Safe as Houses' project aims to make homes more secure and safe through fitting locks, smoke alarms etc.

A further funding application has been submitted to the Lottery to allow us to continue improving safety and security.

The great work of our Safe as Houses team was recognised in September 2007, with the Carlisle Housing Association winning the Riverside Group's national award for Partnership work.



"17th October 2006
- our **1000th tenant**
received the benefit of our
Safe as Houses service"

This great service literally
saves lives!

- Regular information on the work we do in tackling anti social behaviour is provided through a variety of formats eg local press, tenant newsletters etc.

- Our tenancy enforcement teams work hard to tackle environmental issues eg gardens and fly tipping and have taken a variety of actions.

These have ranged from supporting those tenants unable to maintain their gardens to making agreements with others for the upkeep of their gardens.

In a few cases legal action has been taken but the majority of cases are resolved through discussion and agreement of actions.

"We want our residents to feel their communities are safe and secure"

Carlisle Housing Association

effective communication

21



We promised...

- To develop new a lettings policy in conjunction with tenants
- To provide regular newsletters
- To carry out repair satisfaction survey
- To report annually to all tenants on services provided
- To offer a choice of styles to tenants
- To undertake consultation on future investment with tenants
- To develop a Tenant Participation Charter

- ★ **In 2004** we introduced a new lettings policy, formulated with the help of a sub group from the Tenants' Advisory Group (TAG). This followed consultation in December 2003 with all 6459 CHA tenants, 4312 housing applicants on the waiting list at that time and stakeholders.

The new policy introduced an element of choice based lettings (CBL) into our allocation procedure.

- ★ **In August 2007** we extended choice based lettings to all our residential properties. The aim is to offer customers the right home for their needs by giving them more choice in where they would like to live.

- ★ Previously, applicants were matched to empty properties from a waiting list. Our customers may not then have been offered homes entirely meeting their needs. Customers now choose suitable properties and we then allocate properties to those most suited and who have been registered the longest.

There are some exceptions eg people who are in urgent need of housing due to severe disability or homelessness may be considered sooner.

- ★ We now advertise our available properties weekly through an Ad sheet, providing details of any special features.

Our available properties are advertised:

- in our property shop in our Botchergate Office,
- on our website www.carlisleha.org.uk
- and in the local press.

During 2007 we consulted with Botcherby residents about proposals to introduce a local lettings policy for this area.

The majority of residents were in favour and as a result we will pilot and review a local lettings policy in Botcherby from January 2008. We hope this will help to reduce the number of empty properties and failing tenancies in Botcherby.

What does a local lettings policy mean:

Applicants need to demonstrate local connections with Botcherby in order to be housed there, eg:

- residence on the estate
- relatives living locally
- local employment,
- or other similar connections

Applicants will also have to provide additional references.



- ★ All our new tenants are offered starter tenancies. After 12 months, the tenancy converts to an assured tenancy, providing there has been no serious problems.

This is to ensure our tenants settle into their new home and community and also they keep to the terms of their tenancy.

Starter tenancies are a useful tool in preventing and dealing with anti social behaviour in our neighbourhoods.



"89% of our tenants surveyed were in the opinion our newsletter was overall good or very good"

April 2006 - Newsletter Tenant Survey

- ★ Our Tenants' Newsletter is produced on a regular basis. It is an important communication tool as it gives useful information to our residents plus information on any actions we have taken as a result of feedback or suggestions from tenants.
- ★ We have found by listening to residents that different areas have different issues. To continue to improve communication we have therefore introduced nine Local Newsletters. We hope to produce these regularly and are currently looking at how we can best use local knowledge to highlight what is most important to our residents. We hope this will involve resident journalists or columns.

★ In February of 2007 we asked a random sample of 500 tenants how satisfied they were with repairs completed in the previous 12 months.

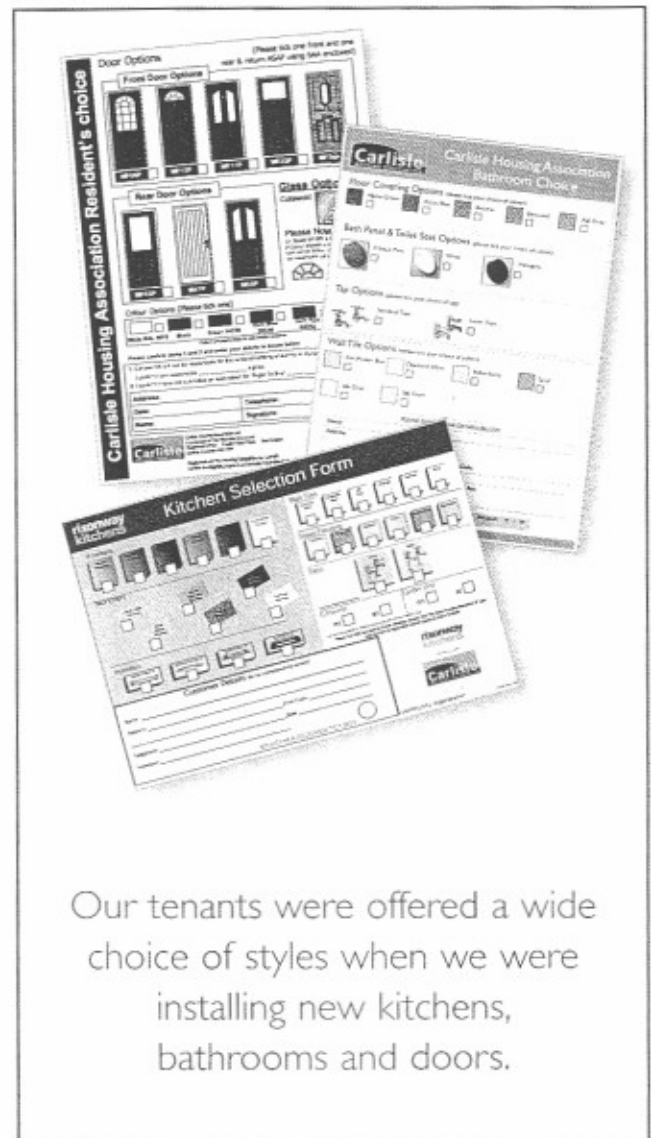
From this information three focus groups were then organised to discuss issues in more depth.

Two major concerns raised related to:

- communication
- quality/monitoring of repairs

In response to this we have introduced Repairline. Repairline is our responsive and customer focused service:

- Experienced technicians assist operatives on calls
- All our trades people have received multi-skill training
- A percentage of all jobs are to be inspected
- We have also trained tenants inspectors who will be able to help with service needs and quality



Our tenants were offered a wide choice of styles when we were installing new kitchens, bathrooms and doors.

5 years on

★ Every three years we carry out a 'Status Survey' with residents. This provides us with a lot of information, including:

- how well we are performing
- what is important to our residents
- community investment
- environmental issues

We can then use this information to make informed decisions in continual improvements to our service.

★ The Tenant Participation Charter was improved upon and became the Tenants' Compact. This gave information and guidance to tenants, staff and partners on how tenants could get involved in local decisions about their homes and estates.

★ The Tenants' Compact has now been replaced by the Resident Involvement Statement. As resident involvement is one of our main priorities we are continually looking to improve and develop this.

★ Our tenants were consulted on investment and asset management through the Repairs and Maintenance group. We hope to widen this to more people and use our tenants' panel members with an interest in this area.

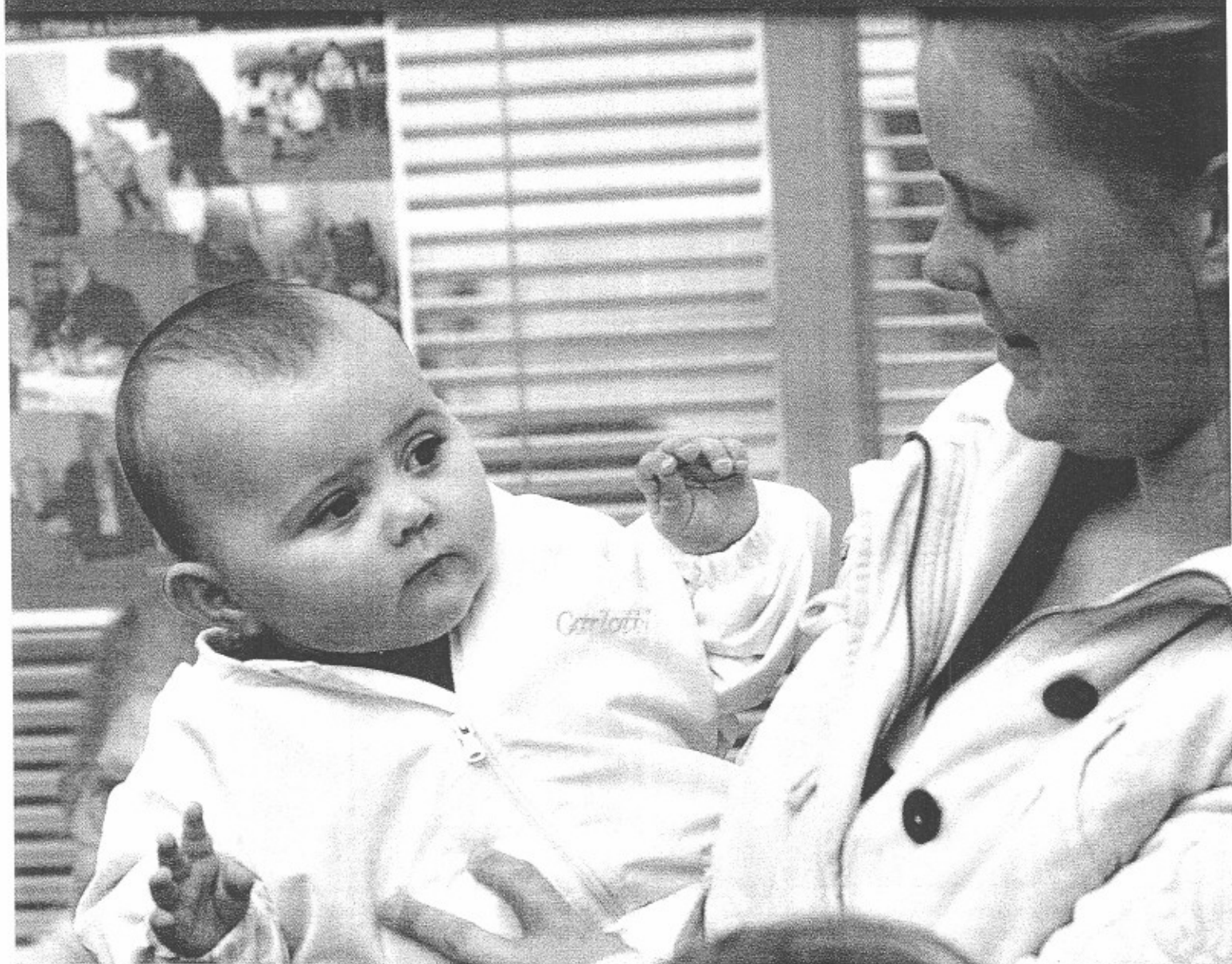
We are looking to involve Resident involvement in our next 5 Year Asset Management Strategy and timeline.

"Every year we publicise our financial information and reports giving details of our performance."



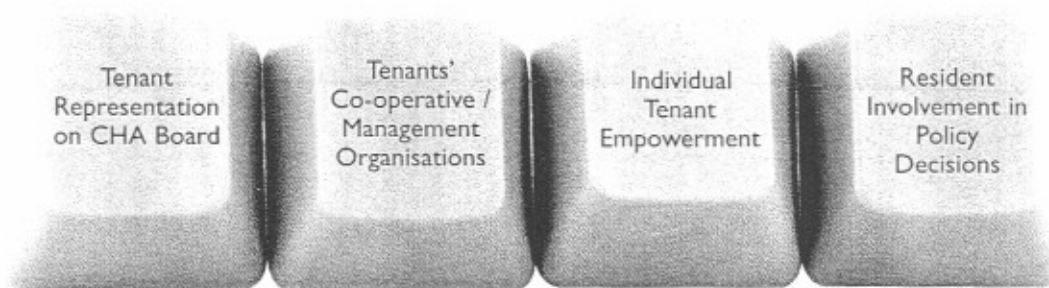
resident involvement

27



We promised...

- To enable tenants' groups to review standards
- To develop services in consultation with Tenants' Advisory Group (TAG)
- To expand the role of the Tenants' Advisory Group
- To support St Martin's Tenants' and Residents' Association (SMART)
- CHA members are to be drawn from recognised tenants' associations
- To provide advice and support to recognised tenants groups
- To provide advice and support to Carlisle and Rural Tenants' Federation



Carlisle Housing Association

Over the past 5 years CHA have supported the following tenants' groups:

- Belah Residents and Tenants (BRATS)
- Botcherby Residents' Action Group (BRAG)
- Carlisle and Rural Tenants' Federation (CRTF)
- Currock and Upperby Residents Association (CURA)
- Dowbeck Road Residents' Group
- Harraby Action Residents, Tenants and Leaseholders (HARTL)
- Longsowerby Tenants' Group
- Longtown District Tenants' and Residents Group
- MAD (Making a Difference in Petteril Bank)
- Raffles Residents' Group
- Shaddongate Residents' Group
- St Martin's Tenants' and Residents' Association (SMART)
- Tenants' Advisory Group (TAG) and Tag Sub-group
- Tenants' Residents' Association Morton Park (TRAMP)
- Warwick Bridge Tenants' Group

We provided financial assistance to these groups, for example:

- paying for room hire
- refreshments
- production and distribution of minutes
- funding an officer or manager to attend the meetings

In addition we have also given annual grants of:

- £300 to CURA
- £300 to Shaddongate Group
- £300 to TRAMP
- £5450 to CRTF

All new tenants' groups
are offered a
£50 start up grant

Wider
Consultation
Groups

Community
Regeneration
Groups

Focus Groups /
Working
Groups

Tenant and
Residents'
Groups

5 years on

Resident Menu of Involvement

We are committed to increasing and widening our resident involvement in all aspects of our service

Our resident menu of involvement has recently been implemented. This is to give better access and choice to residents in how to get involved with us, our decisions and service provision etc.

Tenant Representation on CHA Board

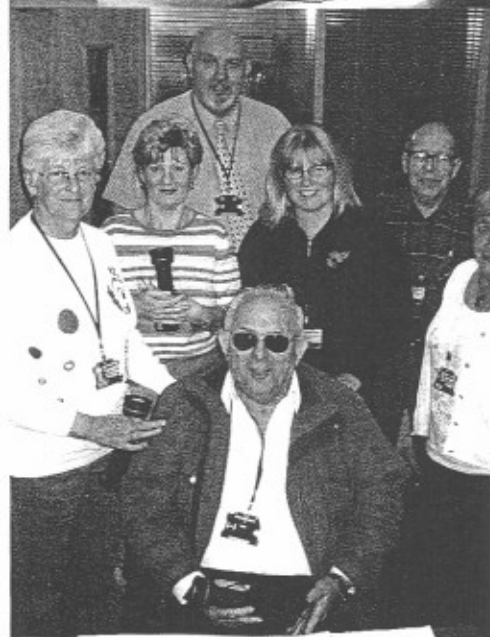
We are looking to enhance our existing tenant Board membership where we also give regular training.

Tenants' Co-operative/ Management Organisations

The SMART tenant management organisation continues to operate at Brampton. It is a committee of voluntary members who do specific management functions for estate. We will continue to provide this committee with the necessary training and support as necessary.

Individual Tenant Empowerment

'Tenant Inspectors' is a new initiative encouraged by the Housing Corporation and supported by The Riverside Group. This is a fresh approach to empowerment and involvement. Volunteers are provided with comprehensive training and then become engaged in inspecting our range of services. Inspectors then provide detailed customer feedback we can use to improve our services.



Carlisle Housing Association

Resident Involvement in Policy Decisions

The Riverside Group Tenants' Federation is made up of members from all of the Riverside divisions and subsidiaries, including us. It is used by The Riverside Group to consult on group policies.

Community Regeneration Groups

Our Community Investment Fund (CIF) Approval Group was set up in order to form a decision making body of tenants and residents alongside representatives from a variety of different professional backgrounds. The group meet on a quarterly basis in order to appraise and approve Community Investment Fund applications.

Focus Groups/Working Groups

Our Repairs and Improvements Liaison and Grounds Maintenance Monitoring Groups were previously used to monitor and review repairs and maintenance services with residents. We aim to review these groups to provide a stronger focus on tenants main priorities and issues.

Our Botcherby Regeneration Working Group is made up of tenants, residents and councillors from the Botcherby estate, City and County Council Officers and CHA staff.

It was formed to ensure the right kind of resident involvement and consultation took place with Botcherby residents regarding major investment opportunities on the estate. We hope to use this as a future model for consultation in other areas of the city.

Tenant and Residents Groups

The following groups currently meet our recognition criteria and have adopted agreed constitutions. We hope to continue to provide funding and support for each group.

- BRAG (Botcherby Residents Action Group)
- BRATS (Belah Residents and Tenants)
- CURA (Currock and Upperby Residents' Association)
- Longtown District Tenants' and Residents' Group
- MAD (Making a Difference in Petteril Bank)
- Shaddongate Residents' Group
- TRAMP (Tenants' Residents' Association, Morton Park)
- Warwick Bridge Tenants' Group



5 years on

Wider Consultation Groups

Our Tenants' Panel

is made up of nearly 100 willing tenants. We are actively working to expand this group and encourage a diverse and representative viewpoint from our customer groups.

We would like to provide a broad range of engagement opportunities to Tenants Panel members, which is best suited to individual needs and increase the ease in which residents can get involved with us. To do this we will look to reach our customers in a variety of ways.

We hope to recruit new panel members using a variety of methods eg telephone, door to door surveys and special events etc.

We have already received great interest from 600 tenants with our recent initiatives and are looking to take this forward.



Service Users' Group

is currently being set up with support from The Riverside Group and will be an additional resource for collecting information and feedback for research.

Neighbourhood Forum meetings

We will continue to support these meetings on estates where we have properties. Officer will attend when required, on invitation from the Local Authority.

Leaseholders' Panel

We are currently assessing the need and interest for a Leaseholders' panel. A questionnaire has been distributed and a decision will be made in the near future.

Over the last 5 years tenants' needs, and our needs, have changed as our relationship has evolved. We believe resident involvement requires constant review and adaptation so it is can be most effective and remains meaningful.

- ★ In view of this we are now considering new proposals for resident involvement and have developed a database of residents who wish to be consulted on certain subjects such as repairs and anti social behaviour. This will hopefully allow us to develop specialist resident knowledge and a greater amount of focus.

Resident consultation will be at the heart of everything we do and we want to involve as many residents as possible.

- ★ We have trained nine Tenant Inspectors who will carry out inspections on our services eg customer services, repairline etc and report back their findings. Their first task was to inspect empty property standards. This started in October 2007, followed by customer services and they will continue to move on to other service areas.

- ★ The Tenants' Resource Centre opened on 30 October 2007 and is manned by tenant volunteers. Tenants have access to free facilities which includes computers, internet, photocopying, scanning etc. Please contact us for opening hours.

The Tenants Resource Centre is also used for consultation meetings, Focus Groups etc

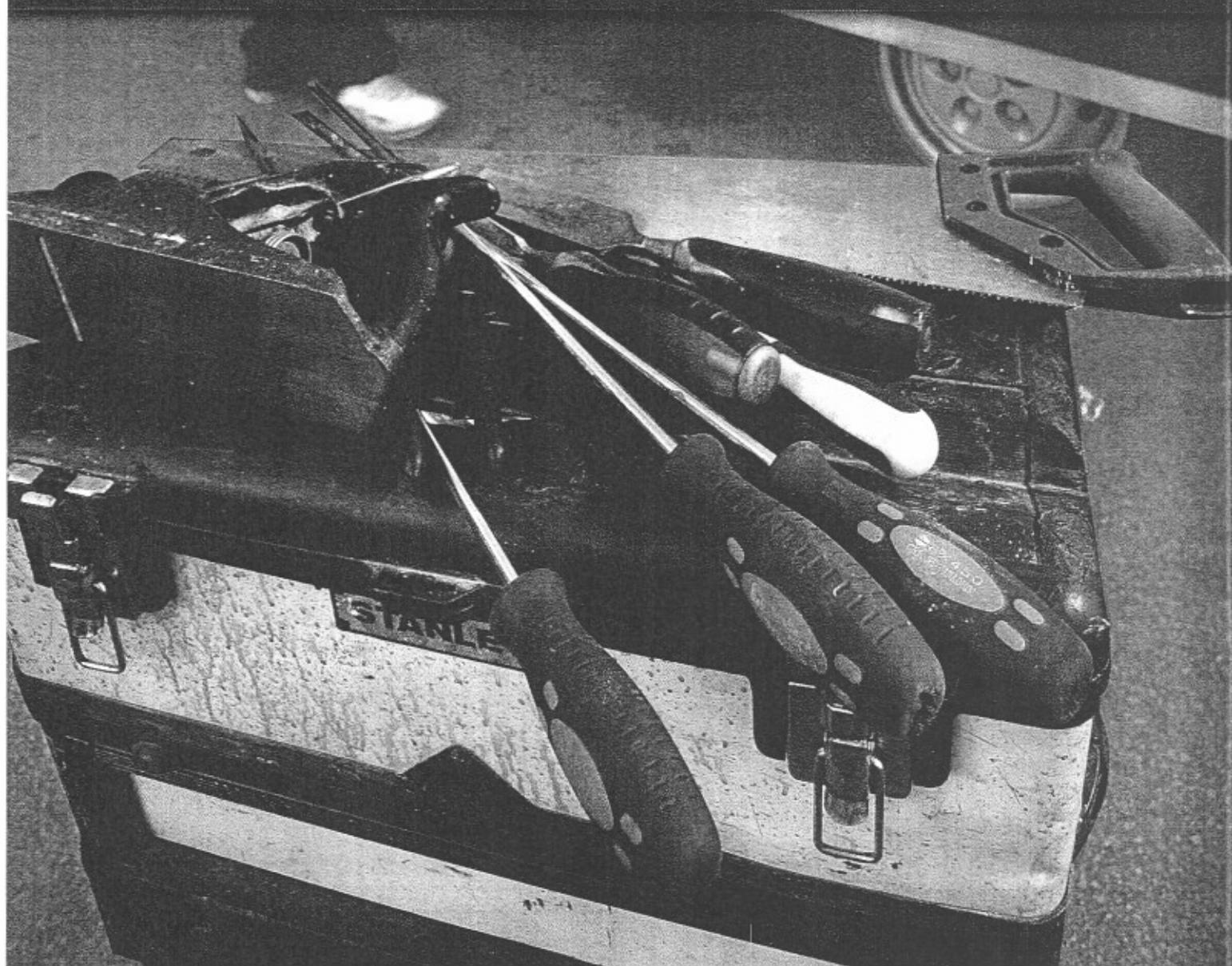
"I think the tenant inspection project is a fantastic idea - it's very important to keep tenants involved and to listen to their opinions"

Irene Coupland - CHA Tenant Inspector

Resident involvement is one of our top priorities

- **We are determined these activities will increase and improve**
- **Critical friends are essential for us to continue to improve our service provision**
- **Constructive criticism is essential for our future success**

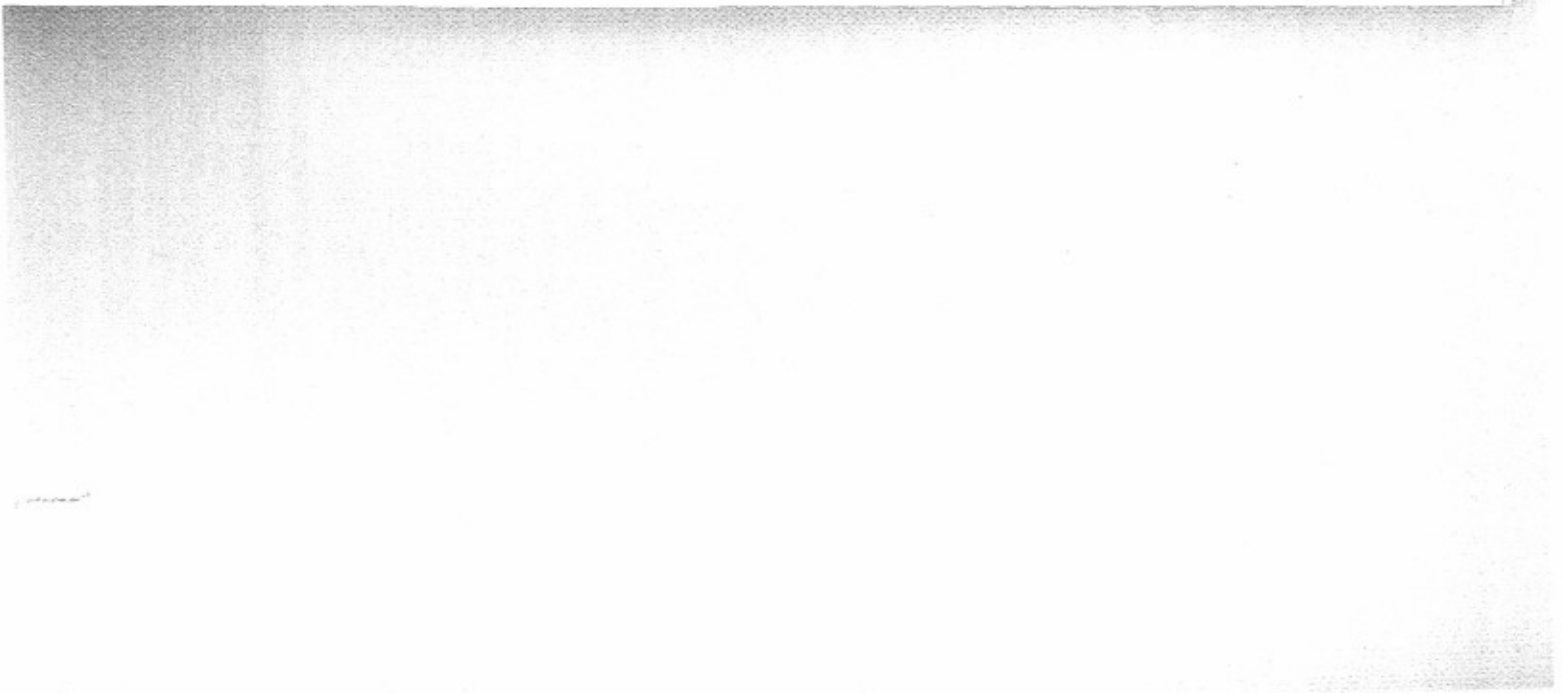
5 years on



We promised...

- To offer a new form of tenancy agreement to all transferring tenants
- To introduce an appointments system (for repairs and maintenance)
- To introduce new target time for responsive repairs service
- To include labour agreements in works contracts
- To operate a written complaints procedure

5 years on



"CHA gave tenants a new contract after transfer, which preserved most of the rights which they had enjoyed as secure tenants of the Council."

- ★ 5 years ago there was no appointment system. We have introduced Repairline which offers morning and afternoon appointments and operates from 9am to 6.30pm.

We also offer a more flexible service, where possible eg take into account our residents' needs by asking staff to carry out repairs, avoiding certain times.

- ★ For some external works we do not give an appointment as access may not be required.

We will continue to consult with residents about service and appointment times as a part of our continuous improvement initiative.

- ★ We provide useful information, including performance information to residents, eg our Summer 07 edition of the Tenants' Newsletter reported to residents how we had altered our repairs service due a direct response to resident consultation and suggestions.

- ★ We received complaints that different tradesman were needed to complete minor repairs. This was not good customer care or cost effective, so we acted by multi skilling our trades people. They have all been given basic training so they can complete basic DIY jobs.

- ★ Telephone operators and trades people are now located in the same office. This provides a better service as operators have access to staff who can give more in depth knowledge as required.

- ★ Repairline tradespeople are all employed by CHA so that we can monitor performance more closely and offer a better service tailored to your requirements.

- ★ All of our employees receive equality and diversity training. Repairline tradespeople receive additional training on dealing with people who have special needs, need contacted in specific ways eg due to religion, special needs etc.



As a part of our repairs service we have response time guidelines so tenants know what to expect from us:

- When there is an emergency health and safety risk we offer a same day service
- Priority repair eg heating breaking in winter we offer a next day service.
- Urgent repair we offer an appointment time and a response within 5 working days.
- Routine repairs will be completed within 15 working days with a pre-inspection completed within 5 days.
- Certain non urgent repairs are programmed in and grouped together eg replacement kitchens.



Performance to target -

figures show performance from July 2006 - July 2007

- Same day repairs completed in time: **93%**
national average is 95.4%
- Priority repairs completed in time: **95.9%**
national average is 92.7%
- Urgent repairs completed in time: **89.7%**
national average is 92.7
- Routine repairs completed in time: **84.7%**
national average is 93.7%
- Repairline Appointments for urgent and routine repairs booked and kept: **87.1%**
national average is 93.3%.

Our Botchergate Office Reception displays current figures

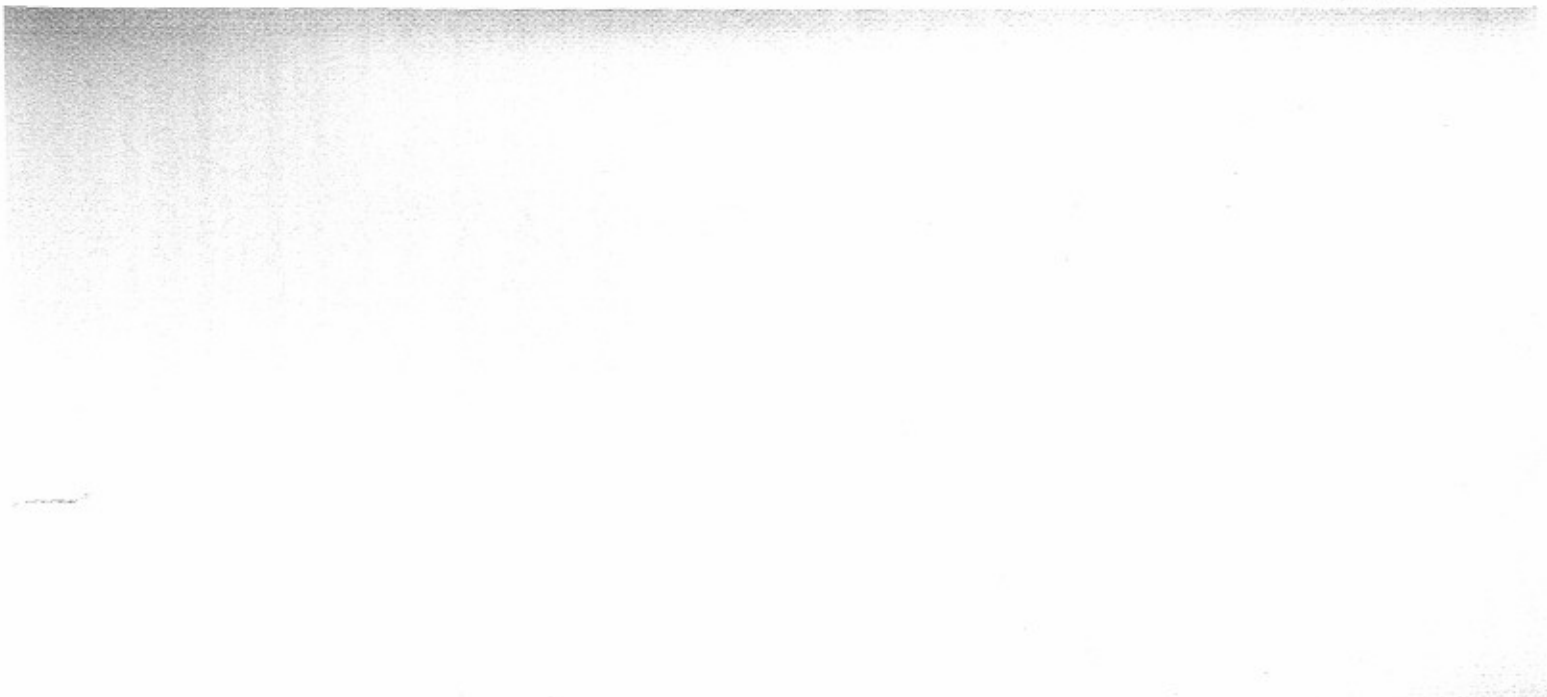
★ We developed a 'Partnering Handbook' clearly outlining criteria for appointing partners, which includes current arrangements for local labour training and employment.

★ Building a Future was part of our Bringing Regeneration Home Programme between 2005 and 2007. The aim was to help unemployed people gain employment through training and upskilling. After some training with us, the trainees were given temporary paid employment plus further training with some of our contractors.

We also ran other training courses, some of which included work placements.

- 75 people took part in these programmes
- 45 were assisted into full time employment
- 31 were still in employment one year later

5 years on



Complaints and Compliments

We operate a three stage complaints procedure. Formal complaints can be received in writing, in person, by phone or through our website.

We aim to deal with your complaint within 10 working days. If it is going to take longer we will let you know.

★ At **Stage One** there are three possible results:

- **upheld** - we agree that something went wrong
- **partly upheld** - we don't agree with the main point of your complaint but do agree with some
- **not upheld** - we don't agree that something went wrong

Sometimes it may take us a little longer to resolve your complaint eg if it is complex or requires assistance from another organisation. If this is the case we will tell you why, but will always try to resolve your complaint within 20 days.

If we have not dealt with your complaint to your satisfaction within 20 days, you may take it to Stage Two



★ **Stage Two**, if you are not satisfied with our response at Stage One you can ask for a manager to deal with your complaint and aim to deal with this complaint within 20 working days.

★ **Stage Three**. You can appeal against a Stage Two decision by writing to the Managing Director explaining your reasons for the appeal. A committee of the Board will usually hear the appeal within 28 days of receipt of your letter.

If a customer still does not consider the complaint to be resolved they can then pass it on to the Housing Ombudsman; an independent body.

A customer satisfaction survey is conducted at the end of the process. This is to determine how the customer perceived the service eg how easy the procedure was to access and use. We want to ensure our service is effective and to continue to improve.

"We do act on, and respond to, customer complaints: eg we created our new Repairline service in response to complaints received and this has allowed us to improve our repairs service"

Our compliments procedure is how our customers can tell us about the things we do well – this helps us to learn from and use good practice across departments

From 1 April 2006 to 31 March 2007 we received:

265 complaints

38.5% related to repairs and
35.8% were classified as 'other'

All complaints were satisfactorily resolved

93.2% at Stage 1
4.9% at Stage 2
1.9% at Stage 3

82% of complaints were received in writing

"In the first six months
of 2007 we received:

309 compliments
and
146 complaints"

Tailoring Our Service

In 2007 we surveyed all our current tenants to find out how they would like us to tailor our services to meet their needs.

We will use this information to ensure we communicate with people in the most appropriate way for their needs.

After receiving a response rate of nearly 90%, we are now transferring this information to our database.

This means our customer records will be more personalised, allowing us to provide an even better customer service.



We promised...

- To provide tenancy support to vulnerable non-elderly
- To work with other agencies to meet the needs of the vulnerable
- To prioritise services to those in greatest need
- To develop Careline service
- To update Careline communications equipment
- To work with Carlisle City Council and Cumbria Council to meet requirements of 'Supporting People'
- To provide a garden maintenance scheme for older tenants
- To integrate the Housing Visitor Service with other CHA services
- To improve service standards in the sheltered housing units

5 years on

We provide a range of services to help support our vulnerable tenants



Non-elderly support

This is our Accommodation Support service which is fully funded by the Government's 'Supporting People' initiative. Tenants can be assured this service, help and advice is completely confidential.

- We employ 5 people which provides **117 hours floating support to over 50 families and tenants in crisis situations every week.**
- People in need are given up to 2 years support and we work with people without removing responsibility from them.
- By the end of this support our tenants should have developed skills to equip them in dealing with future challenges.
- To ensure support is given to those with the greatest need all eligible tenants are given a needs assessment using 'Supporting People' criteria.

"We have successfully helped over 500 people in the past five years who were in crisis situations"

Long term elderly support

This is our Housing Visitor service, a special service which is provided by only a few other housing associations in the country.

Housing Visitors work over a long period of time to support over 350 tenants in their homes. This enables our elderly tenants to retain their independence and dignity. Very few people wish to move to residential care or hospitals and this service is invaluable to them.

- ★ We work closely in partnership with both the City and County Council regarding this area, meeting on a regular basis.
- ★ We are looking to relocate Housing Visitors to our main Botchergate office in order to improve access to other departments and information to help them in their work.

Sheltered Housing Units

We acknowledge the fact we have not fulfilled our initial promise in this area due to developments which would not allow us to get the best possible outcome and service for our residents.

As a main priority we are currently driving ahead with improvements in our sheltered housing provision. A working party has been formed to devise new strategic and development plans to address long term requirements. These are progressing well and action will begin in 2008.

We are looking to involve tenants in this process and to also investigate potential customer requirements to address and deliver services to meet their needs and aspirations in the long term.

Various services have been improved in our sheltered housing units in the past five years eg more social activities and the provision of support tailored to specific individual needs.

- Our housing management team helps to identify elderly tenants who are unable to maintain their gardens.
- These tenants can then be offered our gardening service.
- At this time we have 172 tenants using this service at a cost of £3.57 per week.



Careline

Since it began in September 1987 our Careline service has supported and enabled vulnerable people to remain independent in their own homes through its 24 hour emergency call out service.

- Careline originally supported **1,500** clients
- We now support over **6,000** clients throughout Cumbria
- We receive **800** to **1000** calls per day

Over the past 5 years:

- We have upgraded equipment in **341** properties to improve efficiency and meet our tenants' needs
- A total of **£135,000** has been invested in the service,
- A further **£500,000** invested to support and maintain the existing infrastructure.



"The Careline service and everyone who works there is wonderful"

Elaine Pepper



"It is life changing...without it I wouldn't have any independence"

Fred Lippitt



"They are the unsung heroes of the community. They really are the fourth emergency service"

Bruce Wilson, Cumbria Fire and Rescue Service:

Photo courtesy of Cumbrian Newspapers

rebuilding communities

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In January 2005 torrential rain and gale force winds left Carlisle flooded and in a state of chaos. The impact on Carlisle was so significant this document would not be complete with no mention of it.

- Over 6,000 people were affected by contaminated flood waters
- hundreds became homeless

- ★ We led the work of setting up emergency reception centres and our staff cared for over 300 people over the first 6 day. We also sent food and supplies to those who were stranded.
- ★ We provided temporary offices for Council staff whose offices were flooded. We also dealt with 30 of its properties which had been damaged.
- ★ We had the contract from the Council to organise emergency housing and worked very hard to make as many properties available as possible to those in great need.



We, along with other local services and organisations, were key in getting Carlisle 'back on its feet'.

We were not only working for our tenants but supporting everyone in Carlisle who was in need.

Carlisle Housing Association



We have Carlisle and our customers at the heart of everything we do. Through working together with our customers and partners we aim to build sustainability into our communities and enable people to build better lives.

Over the coming years we will work towards building strong links with representatives from the different communities in Carlisle.

We aim to ensure our work, resident groups etc represent a cross section of residents in terms of equality and diversity.

We aim to play a leading role in Carlisle:

- By responding to Government and local aspirations through an active development programme
- To provide an additional 100 affordable homes per year in Carlisle



Carlisle Housing Association

We are currently drafting a new partnership agreement with Carlisle City Council to enable both partners to achieve best possible outcomes for the residents of Carlisle.

The new partnership agreement will come in to effect in early 2008 and will form the basis of the collaborative relationship between both our organisations for years.

It will cover a range of different issues and joint initiatives, including:

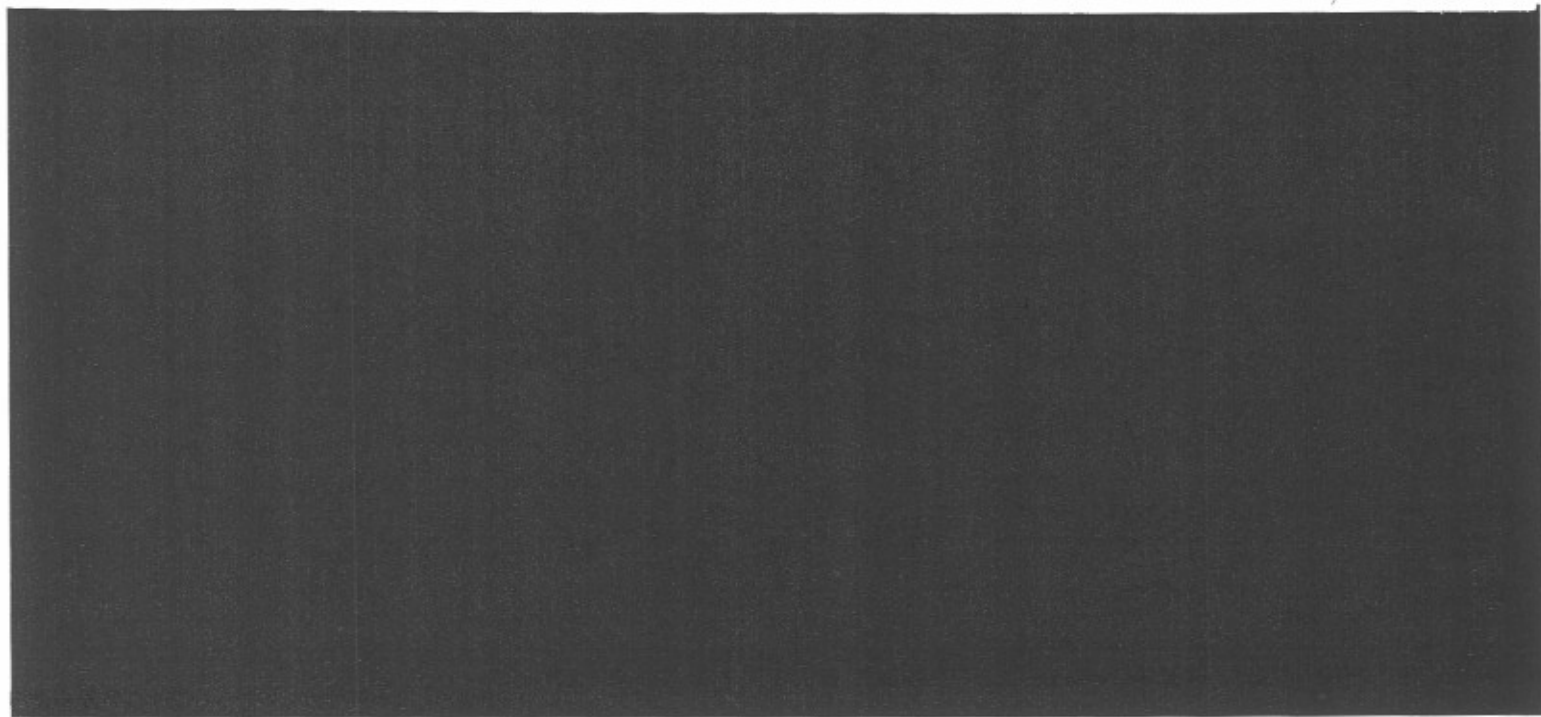
- Community Development
- The Environment
- Supported Housing
- Regeneration
- Meeting Housing Needs

This partnership agreement will allow us to build on our initial Promises and tackle the new and constantly changing priorities of both local and national housing agendas.

We will continue to meet on a regular basis in accordance with our agreed communications standards.



5 years on



**Carlisle Housing Association's Board
has translated The Riverside Group's vision and values
into four strategic aims for the next 5 years:**

- ★ We will be obsessed with excellence
- ★ We will be a leading player in social enterprise in Carlisle
- ★ We will play a leading role in the Riverside Group
- ★ We will grow beyond Carlisle

We have made significant changes in staffing at personnel and Board level. This was part of our preparation for the future; our drive to become an excellent organisation by improving quality standards and service.

In 2007 we appointed:

- **Mike Little**
Chair of Board, Carlisle Housing Association
- **Kim Doran**
Head of Growth and Development
- **Roger Sealey**
Regeneration and Development Manager

These are key posts in enabling us to grow, build and acquire new homes in the Cumbria and Border region.

A development programme will sit within our overall Asset Management Plan. We aim to undertake a wide range of consultation with our tenants to ensure their views and aspirations are taken in to account.

**Our 2007/08
Corporate Plan objectives:**

Customer Focus

- to achieve 80% customer satisfaction by 31 March 2008

New Business

- to have a stakeholder event throughout the Border area

Asset Management

- to ensure voids unavailable for letting is zero
- to establish and select a development partner
- to secure a partnership agreement for the creation of a new centre of operations

Efficiency

- to deliver a 10% efficiency improvement

Organisational Development

- to reinduct all staff by 31 March 2008
- to give all employees the opportunity to excel

We would like to thank all our partners of the last 5 years

including:

Adult Social Care	Cumberland Building Society	Learning & Skills Council
Age Concern and District	Cumbria Carpentry	Lorne Stewart
Anchor Staying Put	Cumbria Constabulary	Lovell
Ashcroft	Cumbria County Council	Manse Masterdoor
Bell Group(Carlisle)	Cumbria CVS	Markhams
Bell Park Kerridge	Cumbria Mobility	North West Housing Forum
Caldew Plumbing and Heating	Cumbria Primary Care Trust	Osprey (Heating)
Campbells Decorators	Derwent and Solway Housing	Rixonway
Carlisle & Eden Crime & Disorder Reduction Partnership (CDRP)	Dickinson Dees	Savills
Carlisle and District Credit Union	Eden Housing Association	SMART TMO
Carlisle City Council	Fusion 21	Story Construction
Carlisle College	Home Housing	System Group
Carlisle Renaissance	Hyde Harrington	Tiffen & Co.
Carlisle Sure Start	Impact Housing Association	Telford Hart Associates
Centre for Regional Economic Development	Independent Age	The Oaklea Trust
Chamber of Commerce	ISS Waterers	Thomas Armstrong Construction
Connexions	Job Centre Plus	Top Notch Contractors
ConsultFrom	Wm Johnstone	Travis Perkins
Croftlands Trust	KPMG	Two Castles Housing Association
	Lakes Construction	Walton Goodland

We would also like to thank our residents on the Tenants Advisory Sub Group who invested their time in helping us produce this document

Carlisle Housing Association

If you require this information in another format (eg audio cassette or large print) or in another language, please telephone **0800 169 3245**

এই তথ্যটুকু বাংলা ভাষায় চাইলে অনুগ্রহ করে ফোন করুন:
0800 169 3245

ان معلومات کو اردو میں حاصل کرنے کے لئے براہ مہربانی ٹیلی فون نمبر:
0800 169 3245 پر رابطہ کریں۔

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0800 169 3245

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0800 169 3245



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01228 882 727

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