



Kirklees Neighbourhood Housing

# ▶ Annual Report

2016/17



[www.knh.org.uk](http://www.knh.org.uk)

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# ▶ Chair's Welcome

**This is the fourth Annual Report I have presented to the Council since I became Chair of KNH and I am pleased to say we have improved our performance year on year despite the challenges we all face across the housing sector.**

This Annual Report for 2016-17 is no exception. This is due to our great staff led by our new management team and to the dedication and hard work of my fellow Board members. A big thank you to all of them and to our Council colleagues who have worked alongside us in partnership for another year.

This has been a year of transition for KNH. In October, after months of hard work by colleagues from KNH and Kirklees Council, we merged with Kirklees Building Services, becoming a much larger organisation, with twice the number of staff and four times the budget (£60m). The merger was only the start of our transformation into a new body with the ambition to provide a wider range of integrated services in the future as the 'go to' housing organisation in Kirklees. It is a long journey, but an essential one, for our tenants and their communities.

External challenges such as the 1% rent reduction, the Housing & Planning Act and Welfare Reform are all having a direct impact on our ability to provide services for those who need them most. In such times, partners have to work ever more closely together, examine other ways of delivering services and use all the creativity and commitment we collectively have in planning and designing for the future.

KNH is part of the Kirklees family, and together, we help deliver the Council's corporate priorities and support our most vulnerable residents. We are proud to manage nearly 23,000 homes on the Council's behalf and are committed to doing everything we can to keep them decent places to live in and to protect them for future generations.

But we have always been about more than bricks and mortar, which this report exemplifies very well.

It tells a story of continuing high performance, strong achievements and a sense of pride in the work we do with our partners for our communities.

The housing crisis goes on, both nationally and locally. As I said last year we still have not answered the question posed at the full Council meeting in November 2014 "where are our children going to live?".

The sheer scale of the problem dwarfs our ability to respond adequately. The recent Shelter report that a million people could be homeless by 2020 is truly shocking.

We all need to prioritise building homes for our citizens and break down the barriers to achieving this. If we do not, nothing is going to change. I am hoping that the national debate and our local responses will see a step change in the coming year.

I would like to thank all the Group Leaders for their support to KNH this year and I would especially like to thank all our elected members who have helped our work in their communities with their knowledge and commitment to improving the lives of our tenants and their families. I thank Councillor Naheed Mather for her support and encouragement as Cabinet Member for the past year'.



# 23,000\*

homes proudly managed by KNH

\* number rounded up

**Dave Harris**  
Chair of KNH



# ▶ CEO Introduction

**2016/17 has been an exciting and busy year for KNH as we embarked on our journey to be the 'go to' tenant led housing organisation in Kirklees, to deliver social regeneration, be outward facing and the anchor organisation in our communities.**

Our fundamental achievement for 2016/17 was to create our new organisation and culture. In creating our new organisation in partnership with Kirklees Council we have established the medium and long term vision for KNH and signed the Partnership Charter and a new 20 year contract. Our focus is to maximise our reach by building effective relationships.

Critical to our success was to establish the financial structure for the new organisation. Co-production with the Council in 2016/17 enabled a smooth transition in April 2017. Our Medium Term Financial Plan has been developed in collaboration with Kirklees Council to reassess and reset the 30 Year Housing Revenue Account (HRA) Business Plan refresh the affordability model and deliver the required savings.

So our primary target to deliver the shadow organisation by October 2016 was completed 17th October 2016, with the New KNH commencing April 2017.

Sustain & improving our core business was critical at a time of change to prevent a reduction in quality of service. So in 2016/17 we focused energy on customer service and reviewed our customer service standards, our Customer Strategy & Communications Plan. We have connected complaints to service improvement to ensure our services reflect our tenants & community's needs through the delivery of personalised services to meet individual needs. Our tenant & community engagement work is increasing engagement with communities. During 2016/17 our key performance metrics remained strong.

We have continued to address the challenges of welfare reform and proactively manage the impacts of welfare reform by working in partnership and despite the challenges we have continued to deliver excellent rent collection performance.

As Universal Credit is rolled out we have enhanced our services to tenants and developed a close working relationship with DWP as a trusted partner. In partnership we have delivered a number of campaigns to provide information to customers.

We have been getting ready to respond to the Housing & Planning Act working with Kirklees to review the Tenure Strategy and prepare for fixed term tenancies. Despite

the introduction of fixed term tenancies the need for stability and sustainable tenancies within communities remains a priority.

Our focus on partnership, culture and communication is key to our success. We have developed, our KNH Behaviours and launched them April 2017. 2016/17 has been a transitional year setting the foundations for us to develop, grow and enable us to assess where we can have the most sustainable impact. KNH has the ambition to increase its level of engagement to work with the Council to deliver its strategic priorities. Working with is the way KNH works.

Looking forward to continuing our journey in 2017/18.



**Liz Cook**  
Chief Executive Officer, KNH

# ▶ Our Business

Through developing service plans we have a clear set of actions that will ensure that we deliver against the strategic priorities in 2017/2018 and place customers at the centre of all that we do.

The existing KNH brand has been refreshed to provide a more up to date and modern look. The refreshed brand will be gradually rolled out in line with the procurement of new fleet and staff uniforms in 2017/2018.



**2016/17 was a landmark year for KNH. In October, we completed a merger with Kirklees Building Services, signed a new 20 year contract and agreed a Delivery Plan with the Council.**

Our purpose remains the same, quality homes and services in successful communities and throughout the year, we continued to work closely with the Council to help deliver their key priorities around early intervention and prevention and economic resilience whilst creating the new organisation post-merger.

We have commenced the creation of a new refreshed ambitious organisation starting with a new vision and set of strategic priorities.

#### **The vision for KNH is to be:**

- The 'go to' housing and property organisation in Kirklees
- A social regeneration organisation
- Outward facing and the anchor organisation in our communities.

#### **The existing strategic priorities have been revised and are:**

- Sustain and Improve our Core Business
- Grow our New Organisation
- Develop and Drive a Strong Culture of Collective Endeavour and Partnerships.

# Our People

**Our staff are our greatest asset; our current and future success depends on making sure they are valued and engaged.**

**KNH welcomed a new Senior Leadership Team in 2016:**



Liz Cook CEO, Penny Gilyard Director of Resources, Heidi Thompson Director of Property and Christine Gummerson Director of Neighbourhoods.

One of our priorities for the year was to create a cohesive culture for our new organisation. One way we are doing this is with a new set of shared behaviours, which

have been developed in consultation with all our staff, the Board and Trade Unions.

The new behaviours – progressive, engaged, respectful, customer-focused and honest have been launched and we'll be embedding these throughout 2017/18.

We have also embarked on a comprehensive programme of training and internal dialogue with the new "Working With" programme. This is designed to embed a culture that provides high support and high challenge so as to drive up customer service and satisfaction. The engagement and feedback has been very positive to date.

Post-merger we now employ nearly 1000 staff. In terms of our gender profile 65% of our team are male and 35% female.

KNH has a Diversity and Inclusion Steering Group, chaired by an Independent Board Member and the Chief Executive. We have started using the Employers Network for Equality and Inclusion (enei) to help us improve, and during the year we have focused on an approach looking at protected characteristics.

In addition we have set up KNH Inspiring Women to support the development of women in the organisation. In 2017/2018 we will be looking to develop a BME Networking Group and LGBT Group.

Providing employment and development opportunities has remained a key focus in 2016/2017 and we delivered:

- 38 apprenticeships across the trades and corporate teams
- 9,641 hours of training in a wide range of subjects, including technical certifications, safeguarding, risk management, health & safety, professional qualifications, leadership, communications and customer services
- Offered a range of work experience placements and work taster days.

The recognised trade unions have played a vital role in supporting our staff through the merger and we continue to work together to build effective employment relations. KNH currently has 3 employees, who are full time convenors, a trade union learning representative and local stewards.

In terms of accreditations we have retained Investors in People and Customer Service Excellence and this is down to the hard work and dedication of our staff.

The focus of 2017/18 will be the reshaping of KNH, whereby we will work with the trade unions and staff on ensuring we have in place the right structures, job roles and resources to deliver the business.

To support the reshaping exercise and developing a high performing culture in KNH a new People and Organisational Development Strategy and Health & Wellbeing Strategy will be prepared. These strategies will support the delivery of our vision and priorities by ensuring we recruit, retain, reward, recognise, develop and support people with the right behaviours, attitude and skills and have a mind-set that is resilient, able to adapt to change and embrace innovation.

**65%**  
of our team  
are male



**35%**  
of our team  
are female



# ▶ Community Engagement and Investment

- We organised 15 summer play schemes with over 700 children attending activities including science, art, drama, growing, farming and forest schools
- 897 children took part in 164 play and young people's sessions, which we run with the Council's Integrated Youth Support Service to reduce anti-social behaviour, instil good behaviour and promote healthy habits and mutual respect between boys and girls
- Four of the ten volunteers involved in the scheme now have jobs in play work, thanks to the experience they gained on the programme
- We worked with six community groups to develop new volunteers and partnerships with local providers to establish externally funded play provision

**Tenants into work – supporting the Councils Economic Resilience Strategy**



**Supporting the Councils goal of getting people to do more for themselves (active citizenship)**



- Our annual garden competition attracted 40 entries, and this year, we had our first ever 'best street,' where neighbours worked together on their gardens for the benefit of the wider community
- School children and older customers have taken part in 75 intergenerational music and craft sessions at our retirement living schemes. This has had a profound impact on the quality of life of some of our most vulnerable customers
- To help achieve all of this, we worked with 77 partners from a variety of sectors e.g. Barclays Bank, First Bus, Lawrence Batley Theatre, Huddersfield University, Kirklees College and PPG (formerly Johnsons Paint in Birstall). Close partnership work and new collaborations has helped unlock valuable resources to help customers living in KNH communities
- More than 400 older customers benefited from 167 activity sessions to support their general health and wellbeing
- We teamed up with Kirklees College and the Library and Information Service to promote 'College in the Community.' By mid-March, 226 people had enrolled onto courses run by the college.



- Our employment advisors supported 187 people with CV writing, helped 322 to do job searches and provided general advice to 231 people. The scheme helped 126 residents to gain a new qualification. A further 93 residents have found employment, 34 have taken up places on a training or apprenticeship programme and 157 have started volunteering
- We installed free WiFi in five community centres and 19 retirement living schemes, provided free digital skills training and started recruiting 'digital champions' – tenants and staff who help others develop IT skills
- Our play in the community and summer play scheme programmes have brought in an additional £141,000 of funding to our communities. External funding sources include BIFFA, Lottery, Royal Chemistry Society and District Committee funding
- We invested £14,700 in local community-led initiatives aimed at promoting health and wellbeing and reducing isolation, including lunch clubs, coffee mornings, Queen's birthday celebrations, school holiday activities, youth clubs and gardening schemes



- Our partnership with Fusion Giving, which runs a household recycling scheme, helped 1,116 tenants to obtain new or recycled goods. The scheme as a whole delivered nearly 8,000 separate pieces of equipment with 5,478 items (68%) going to KNH tenants.



**we invested**  
**£14,700**  
 in community health and wellbeing initiatives

**In 2017/18 we will:**

- Review our approach to tenant and resident involvement to ensure that a wider range of customers have a say in the decisions that affect their homes and communities through a broader range of channels
- Continue to develop relationships with local schools and community groups to improve opportunities for children and families
- Look at ways to increase the number of tenants who have internet access and IT skills
- Focus more resources on helping tenants into employment, education or training, which will help lessen the impact of welfare reforms
- Continue to work with a variety of partners to attract external funding and resources to support KNH and Council priorities, especially around economic resilience.





# ▶ Our Neighbourhoods

**We understand how important the local area is to our tenants and residents and aim to create neighbourhoods that are safe, clean and desirable places to live in.**

We work in partnership with other services, including the Council, Police and Communities Who Can to keep our estates clean, tidy and safe.

Several estate improvement schemes were completed and these included improving parking in Birkby; installing new fencing in Bradley, Golcar, Honley, Newsome and improving footpaths in Deighton, Honley, Lowerhouses, Newsome & Slaithwaite.

We worked with Kirklees Community Association (KCA) and the Council to obtain funding to install a £70,000 skate park in Wilton Park in Batley. The partnership was awarded £50,000 funding from Biffa Waste.



# 97.22%

of antisocial behaviour cases were successfully resolved

The Communities Who Can tenant scrutiny panel review of untidy gardens included a number of recommendations that we are currently implementing for example, introducing a gardening skills course with Kirklees College and reviewing the assisted garden scheme to make it more consistent.

KNH works closely with Safer Kirklees contributing to the Kirklees Hate Crime Strategy using our Hate Crime Action Plan. This plan helps us work with partners across the borough and contributes to building community cohesion. We continue to enhance our Safeguarding training, processes and procedures to ensure that we are doing our best for vulnerable people in our communities. 97.22% of anti-social behaviour cases were successfully resolved by the Safer Kirklees partnership.

### In 2017/18 we will:

- Continue to work closely with the Council to reduce waste and encourage more recycling on our estates
- Support the Safer Kirklees Team to help make sure we effectively deal with antisocial behaviour and protect our tenants and residents from harm.



# ▶ Letting Our homes

**We manage 22,321 properties this includes general needs, supported and affordable homes across Kirklees on behalf of the Council with a 99.8% occupancy rate.**

We understand that getting the right home is vitally important to tenants, so we work hard to get empty homes ready quickly and support those who need a little help to find the right place to live.

This year more than 11,000 people were on the housing register and we helped 2,750 of those find new homes, mostly with the Council but also in Housing Association and Private Rented properties.



# 816

people received extra help with bidding for a home

# 61

people were helped to downsize their home so are now no longer affected by the under occupancy charge

## Services for Older and Younger People

Our work to support the Councils early intervention and prevention strategies has continued and the Older People's Support Team helped 489 tenants living in and around our retirement living schemes with health, money, shopping and emotional support.

Within a year of moving into a retirement living scheme, 32% of new tenants felt their health had improved, 31% felt better about where they live and 31% felt that their social life had improved.

At the other end of the age scale, there were 109 new tenancies for 16 to 18 year olds. 94% of those had positive outcomes, for example getting into education, employment or training; being able to equip their homes with the essential items required to live; as a result, they no longer needed intensive tenancy support.



## Stronger Families

The Stronger Families consultants have held over 250 consultations with frontline staff supporting them in completing whole family assessments, working towards the stronger families outcomes and assisting Housing Officers in taking on key worker or lead professional roles. In addition 130 consultations have been held with other partners outside of KNH, who are working with families living in council properties.

## In 2017/18 we will:

- Continue to improve re-let times, so that tenants are able to move into new homes more quickly
- Introduce new processes, including risk assessments and annual visits, to help make sure tenants have the best chance of a successful and sustainable tenancy
- Work with the Council to make sure the allocations policy meets the requirements of new legislation such as the Housing & Planning Act and Welfare Reform.

# ▶ Repairs and Investment in Council Homes

**Our Property Directorate, including the former Kirklees Building Services team, work with tenants and our supply chain to make sure tenants' homes are safe and well maintained.**

We are always looking for new, energy efficient and environmentally friendly ways to improve our tenants' homes. 99.85% of our homes meets the Government's Decent Homes Standard, meaning they are modern, safe and warm.

## In 2016/17 we:

- Invested £18m in planned improvement and maintenance schemes
- We worked on 300 homes as part of our maintaining decency programme and carried out 350 rewires
- We installed 71 new communal doors, which not only look great but also make our flats more secure
- At Overthorpe, we installed new solar panels on 79 homes

- We treated 260 homes for condensation or damp problems
- We insulated 98 'hard to treat' homes and converted 77 all electric properties to gas
- We carried out £4m work on schools in Kirklees and £300k work for external clients.



# 72,785

responsive repairs carried out

## Repairing Your Home

Measure	2015/16	2016/17
% of repairs carried out right first time	94.13%	94.2%
% of tenants who have had repairs satisfied with the service	95%	97%
Appointments kept	96.14%	96.44%



## In 2017/18 we will:

- Prepare a new Asset Management Strategy
- Develop a new approach to procurement with a new Sustainable Procurement Policy linked to local business and the economy including our social value commitments
- Invest £17.4m in refurbishment of Council homes
- Strengthen our approach to compliance and Health & Safety
- Review existing policies and processes
- Review the current fleet and transport strategy in partnership with Kirklees Council
- Over life chances through an Employment and Skills Strategy
- Develop our Growth Strategy that provides opportunities for our employees and local people
- Use efficiencies to modernise our workforce, invest in training for our people and maximise the use of technology
- Maximise the Apprenticeship Levy to provide opportunities for the people of Kirklees.

## Keeping You Safe

KNH and Kirklees Council have a legal obligation to ensure that Council homes are safe to live in. This means we have to carry out a service to all gas appliances every year and issue a gas safety certificate.

For the year 99.88% of the homes that KNH manages on behalf of the Council had a current gas certificate.

# ► Rent Collection and Debt Advice Services

**Benchmarking with similar organisations shows that we are one of the top performers in terms of current arrears, former arrears and service cost for rent collection.**

It's our job to make sure that we collect as much rent as possible so that we can continue to fund all the services that matter to tenants, as well as develop new ones to meet our customers' changing needs.

Our successful performance to date has been a result of operating an intensive early intervention approach to rent collection since the introduction of welfare reforms in 2012.

This means that we identify people who may be struggling to pay their rent or have other financial problems and provide general help and support or specialist debt and money advice for those who need it – things like practical budgeting support, money saving advice, help to access bank accounts, benefits advice applications to charitable trusts and support with legal debt arrangements.



## Key achievements for the year are:

- At the end of the year, rent arrears were £1,552,496, a reduction of £75,790 over the previous year and more than £98,000 under our own target
- There were 1285 referrals to our specialist debt advice team, an increase of 11%, largely because of problems caused by Universal Credit and the benefit cap
- We helped 61 tenants have nearly £70,000 of personal debt written off and made 98 applications for Debt Relief Orders
- We supported 102 tenants to claim all the benefits they were entitled to. They received an average of £58 extra per week

- We made 54 successful applications to charities resulting in awards totalling £20,000
- 125 children received presents at Christmas via KNH toy store
- The team also arranged for 81 food parcels and 24 fuel vouchers to be given to tenants via Kirklees Council's local welfare provision and local food banks.

## In 2017/18 we will:

- Continue to prepare tenants for the full implementation of Universal Credit, which begins in November 2017
- Increase the number of tenants paying their rent by Direct Debit to help prevent them falling into arrears.

# ▶ Private Rented Sector

**There is always much more demand for council housing than we have available, so we help tenants find new homes in other ways and work with partners to increase affordable housing in the area.**

We understand that getting the right home is vitally important to tenants, so we work hard to get empty homes ready quickly and support those who need a little help to find the right place to live.

This year more than 11,000 people were on the housing register and we helped 2,750 of those find new homes, mostly with the Council but also in Housing Association and Private Rented properties.

As well as managing council homes in Kirklees, we provide tenancy management services for a number of private landlords. The “KNHLiving” scheme aims to improve standards in the private sector; manage private homes for reluctant landlords; and increase the availability of well-managed homes for those who need them. As of March 2017, we managed 19 private rented properties.



We are also working with the council to buy back homes on our estates that were sold through right to buy and we've partnered with private investment company, QSH, on an innovative rent to buy scheme. In March, we let 15 new QSH homes at Upperthong.

Under the scheme, tenants pay affordable rents and have the opportunity to buy the property, with half of the tenant's rental payments put towards the deposit they need to secure a mortgage to buy their home. We also signed a contract with QSH to manage 49 new homes in Chickenley.

**15**

new QSH homes at Upperthong let.



**2,750**  
people helped to find a new home

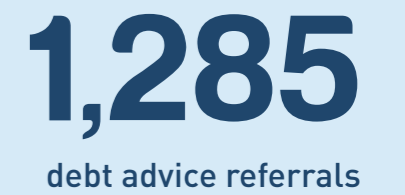
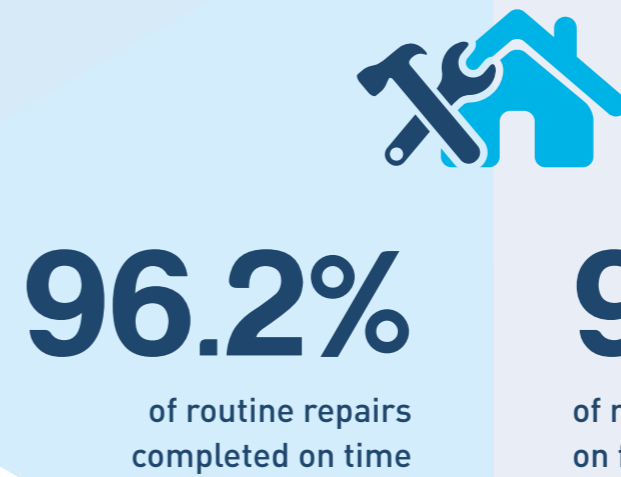
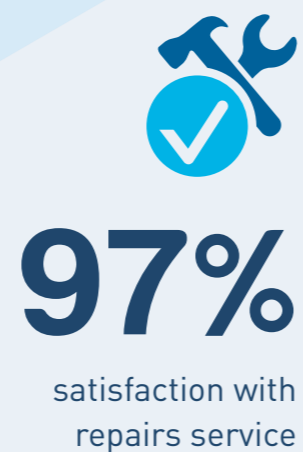
## In 2017/18 we will:

- Let and manage the new homes at Chickenley. These properties will all be managed under our innovative “rent to buy” model
- Review the KNHLiving Brand
- Continue to refine and develop KNHLiving by offering management and maintenance services to more private landlords. By April 2018, we aim to manage 50 homes under the KNHLiving brand.

# ▶ How We Performed

We will continue to review performance against our Service Standards, benchmarking against our peers and Value for Money Strategy.

In addition we will ensure that we involve our tenants and lease holders in consultations and challenge sessions to help KNH continually improve.



## Financial Performance

The Housing Revenue Account (HRA) funds all social housing and related activity for council owned properties in Kirklees. From this fund, Kirklees Council pay KNH a fee to manage housing services on their behalf, which in 2016/17 was £23M. In 2016/17 KNH had a turnover of £24M and in 2017/18 (post-merger) this is forecast to increase to £60M.

A key focus for the year has been the production of the Medium Term Financial Plan (MTFP) which sets out the budget for KNH for 2017/18 and indicative figures for the subsequent four years. This represents a step-change improvement in financial planning.

The HRA had been showing shortfalls of £354M on capital funding and £77M on revenue (£77M) over the 30 year profile. The remodelling work that we have completed has helped to show a breakeven position on revenue and the shortfall on capital funds reduced to only £17M over the revised 30 year profile. This is a substantial achievement and a really promising early example of strong partnership working under the auspices of the new management agreement.

The KNH Medium Term Financial Plan (MTFP) was developed to deliver annual savings of £8.1M by year 4 which was sufficient to deliver the balanced HRA over the 30 years described above. The top down budgets have been developed to incorporate these indicative savings but significant work needs to follow to firm

up on these savings given the transition to the new organisation and new Senior Leadership Team (half of whom joined KNH during quarter 4 of 2016/17).

The accounts reported a deficit of £31.9m, which includes the transfer of the pension liability of £28.1m relating to Property Services (Previously Kirklees Council Building Services Department) joining KNH. This is an exceptional item and will only be reported on the face of the income statement in the first year of transfer. The total pension liability as at 31st March 2017 was £33.9m (2016 - £7.4m) which is reported on the Balance Sheet. The deficit for the year excluding this transfer would have been £3.8m (2016 - £1.6m), which is made up of depreciation and other non-cash items.

## Value for Money

KNH is developing in 2017/18 a new Value for Money Strategy (VFM) using the principles of the 3Es:- Economy – how much things cost Efficiency – how efficiently things work Effectiveness – what we have achieved with the money we have spent. A value for money register will be created to capture and record the savings that we make.

## Income Statement for the year ended 31st March 2017

	31 March 2017 (£)	31 March 2016 (£)
<b>Turnover</b>	<b>23,622,784</b>	<b>15,426,225</b>
Administration expenses	(26,871,968)	(16,714,257)
<b>Operating Deficit</b>	<b>(3,249,184)</b>	<b>(1,288,032)</b>
*Transfer of pension liability	(28,115,000)	
	(31,364,184)	(1,288,032)
Interest receivable and other income	1,645	5,128
Other finance costs	(542,000)	(286,000)
	(31,904,539)	(1,568,904)
Tax on deficit	(2,858)	(3,917)
<b>**Deficit for the financial year</b>	<b>(31,907,397)</b>	<b>(1,572,821)</b>

\*The transfer of the pension liability relates to the amount that has been transferred to KNH as par of the transfer of Building Services. This balance is a one off exceptional item which will only be shown in the year of transfer and has been underwritten by Kirklees Council.

\*\*All costs are covered by a management fee from Kirklees Council. The deficit has arisen due to non cash items including depreciation and the accounting treatment of the pension liability under FRS102.

## Balance sheet as at 31st March 2017

	31 March 2017 (£)	31 March 2016 (£)
*Fixed assets	98,912	-
**Current assets	8,885,648	3,401,908
Creditors	(7,479,035)	(1,151,986)
Total assets less current liabilities	1,505,525	2,249,922
***Pension liability	(33,974,000)	(7,422,000)
<b>Net liabilities</b>	<b>32,468,475</b>	<b>(5,172,078)</b>
<b>Reserves</b>		
Pension reserve	(33,974,000)	(7,422,000)
Income and expenditure account	(1,505,525)	(2,249,922)
	<b>(32,468,475)</b>	<b>(5,172,078)</b>

\*Fixed Assets are made up of laptops and IT equipment.

\*\*The bank and cash balance at 31 March was £8.1m included in Current Assets

\*\*\*The pension liability relates to the whole of KNH including the transferred Building Services.

# ► Social Responsibility

Organisations like ours do not operate in a vacuum. Our business activities impact on our customers, employees, partners, the community, the environment and the economy.

That means we must behave in a 'socially responsible' way and strive to have a positive impact in all that we do – for example by creating jobs for Kirklees residents, delivering value for money and investing in local communities.

**We want to help our customers and communities thrive, so this year, we have:**

- Invested in employment, education, skills and training
- Supported our staff in a variety of charity fundraising efforts for the British Heart Foundation, The Welcome Centre and local food banks
- Promoted health and well-being for staff and customers
- Prepared and supported our customers for welfare reform changes
- Supported customers with budgeting, financial and energy advice
- Invested in community-led programmes, projects and facilities
- Developed new procurement frameworks that help support local suppliers wherever possible.





# The KNH Board

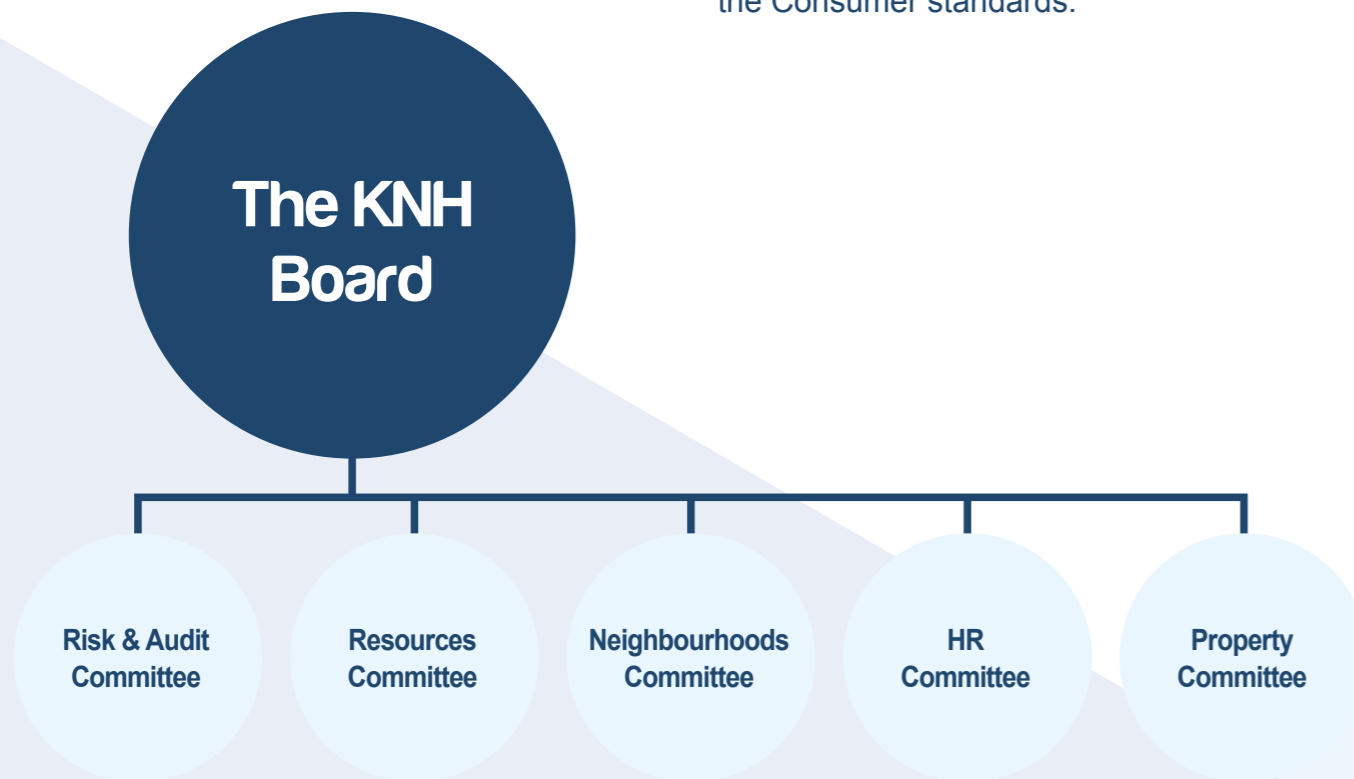
**The KNH Board is made up of 15 Members, five tenant representatives, five council representatives and five independents.**

Board Members are responsible for the strategic direction of the company. Following the merger with Building Services in October 2016, the committee structures were revised to better meet the needs of our expanded company. The current governance structure is as follows:

Throughout the year the Board has received specific training and masterclasses on Finance, Risk Management and Equality & Diversity (Protected Characteristics) in addition to attendance at relevant seminars and briefings.

During the latter part of the year we have commenced a governance review and the focus for 2017/18 will be to develop an action plan and implement any areas of improvement or change.

It is also the intention of the Board to conduct a compliance self-assessment against the full Homes and Communities Agency's regulatory framework for Governance and Financial Viability and the Consumer standards.



## Board Members as at 31 March 2017

### Council Nominees:



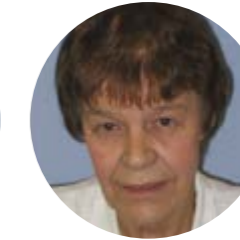
Dave Harris  
(Chair)



Cllr Andrew  
Marchington



Cllr Elizabeth  
Smaje



Molly Walton



Paul White

### Tenant Representatives:



Terry Clapham



Jack Gannon



Mary Potts



Vacancy



Vacancy

### Independents:



Paul Webley  
(Vice Chair)



Conroy Gray



Tony Hood



Jan Thornton



Kate Smyth

## Resignations and Appointments as at March 2017

**Angela Ellam**  
- termination of  
appointment  
5 September 2016

**Cora Carter**  
- sadly passed  
away so term of office  
ended on the  
1 November 2016

**Conroy Gray**  
- appointed to Board  
26 September

Sadly, in November 2016, we lost our longest serving Board Member and one of the true heroes of the housing sector, Cora Carter (MBE).

Cora was a pioneer of the tenants' movement, not just in Kirklees, but nationally too.

A devoted local activist throughout the years working tirelessly to give tenants and residents a say in the decisions that affect them.

She made a massive difference to the lives of thousands of people, many of whom will have no idea how much they have to thank her for.

Very few people leave behind them such an exceptional legacy and we are all privileged to have known and worked with her.



## Executive Directors

**Liz Cook,**  
Chief Executive

**Penny Gilyard,**  
Director of Resources

**Heidi Thompson,**  
Director of Property

**Christine Gummerson,**  
Director of Neighbourhoods

**Rhona E. M. Davidson,**  
Company Secretary





## Company Information

Kirklees Neighbourhood Housing (KNH) is a wholly owned Kirklees Council company.

**Registered with Companies House:**

Company Registration No: 04394471

**Registered head office:**

Perseverance House, St Andrews Road,  
Huddersfield HD1 6RZ

**Auditors:**

Revell Ward, 30 Market St,  
Huddersfield HD1 2HG



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