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Swan’s mission is “to create homes and communities that people want to live in.”

By being Imaginative, Insistent and In touch

**Cover image:** Swan residents’ Basic Repairs Workshop
Welcome message

Welcome to Swan’s Annual Report for residents. Inside you can find out what we have been doing for residents during the year, how well the cost and performance of our services compare with other landlords and learn about what we are planning for the future.

Swan has had a busy and successful year and although we are very proud of our achievements so far, there is always more work for us to do.

Following the positive result from the Audit Commission in 2010, we have taken on board the recommendations made to both improve our repairs service and involve residents in helping us achieve value for money.

We have got better at comparing our services with what other landlords do and you will see information on this throughout the report.

Last year we made real progress in improving outcomes for different groups of residents. Improvements were made through our Diversity Action Forums (DAFs) and our Service Improvement Programme, Striving for Excellence. Throughout, we have worked with groups of residents on the issues that are most important to you.

We are committed to involving more of you in the management and maintenance of Swan homes. We have put residents firmly in the driving seat to challenge our performance and work with us to achieve our vision to ‘create homes and communities that people want to live in’.

We now have resident majority Regional Committees in London and Essex, residents on our Service Improvement and Equality and Diversity Committees and on our Board. We have a new Resident Scrutiny Framework which sets out how residents monitor our performance against our service standards.

We have set up a Residents’ Quality Panel who help us manage our contract with Axis and a Value for Money Panel to help us scrutinise our costs. In addition we have expanded our Resident Mystery Shopping Programme.

We have a successful track record in regenerating communities. We have completed the regeneration works on the Exmouth Estate in Tower Hamlets and continue the regeneration works at Bow Cross also in Tower Hamlets, where we won “Best Social and Affordable Housing Project 2010-2011” at the prestigious London District Surveyors Awards.

In Essex we have completed the first Beechwood Village properties on the Craylands regeneration project in Basildon, delivering new properties for social rent, shared ownership and sale. In the coming year we will be working with Tower Hamlets Council to start the regeneration of Blackwall Reach. This is one of the largest regeneration schemes in London and will see the provision of approximately 1,600 new homes for rent and sale.

We hope you find our report interesting, informative and an enjoyable read and we look forward to hearing your views.

Please take the time to return the enclosed survey to help us improve next year’s report.

Richard Frost
Chair of Swan Board

John Synnuck
Chief Executive
Although we developed our 2009/10 residents’ Annual Report with residents, we wanted to work more closely with you to produce an even better report this year. So how have we done this?

Who was involved?
We sent out a feedback form to all involved residents asking if they thought the Annual Report was helpful, what we could do to make it better and whether they would like to work with us to produce this year’s report. We also held a workshop at our Residents’ Conference in June 2011 to get more residents’ views on how we can improve the report.

This report has been agreed by both our Resident Consultative Committees and members of the Annual Report Focus Group.

A special thanks to the Resident Annual Report Focus Group. We are very grateful for their time and effort. We are also grateful to all residents who filled in our surveys and attended our Residents’ Conference and workshops.

What you have told us you wanted
Over the last year we have been listening to your views. You told us that the services that were most important to you were:

- Repairs - You wanted to be kept better informed and wanted a quicker response to communal repairs on our larger estates.
- Anti-Social Behaviour - You wanted more CCTV and improved security.
- Value for money from the rent you pay - You wanted us to keep our service charges more affordable.

For the Annual Report you wanted more pictures and quotes from residents which told a story. You also wanted the headings for each standard to be meaningful and wanted the tenancy section expanded to include Supported Housing, Sheltered Accommodation and Leasehold Services. We have taken on board your comments and have incorporated your suggestions into this year’s report.

Members of the Resident Annual Report Focus Group

Ernie Franklin
Darren Coan
Kathy Mace
Stephen Francis
Carol Franklin
Jenny Flicker
Jackie Chapman
Pat Fowler
Michelle Richards

“It’s been great to be involved and extremely interesting. I hope I have helped to create something other residents will find useful. I have really enjoyed learning more about Swan and this has helped me in my role as a member of the Mystery Shopping Panel, Value for Money Panel and other focus groups.”

Ernie Franklin, resident from Laindon
What we need to tell you

- How we are performing compared to other landlords.
- How we meet our service standards.
- What services we need to improve.

Who checks our progress?

Our performance is regularly reviewed and scrutinised by our London and Essex Resident Consultative Committees and London and Essex Regional Committees. Residents are represented at all of these meetings.

Each year we carry out a customer service satisfaction survey that gives us lots of comparable information which we also share with you.

How are we doing against the six Standards?

Throughout this report we set out how we are meeting the six National Standards which were developed with residents across England. These Standards were produced to ensure that YOU get a fair deal from Swan. Each section sets out what we have done this year and what we still want to do.

The six Standards cover the services provided by Swan:

- Resident involvement.
- Your home.
- Your tenancy.
- Your neighbourhood.
- Value for money.
- Governance and finance.

In last year’s Annual Report we told you about our plans for the local offers we were developing with residents. Local offers are the standards agreed with residents to meet local need and priorities and aim to improve our services.

We developed them following wide consultation with residents through our Residents’ Conference, the Resident Consultative Committees and local meetings. We also worked with a small group of residents to finalise them.

Throughout this report we will tell you about the progress we have made in implementing the local offers under each of the National Standards relating to the service.

From October 2011 we will be working with residents to develop a new set of local offers for 2012/2013. We have included details of those local offers that have already been agreed with residents.
You’ve got to be in it to win it - the lucky raffle prize winners at this year’s Residents’ Conference
What are we doing for our residents?
Excellent customer service is not just about you being able to contact us easily and get a quick response. It is also about us providing you with a consistent high quality service and doing what we can to deliver a service that meets all your different needs in a consistent way.

We provide a number of ways for you to access our services:

- Locally based offices at Bow Cross, Exmouth Estate and Chriss Street in London and at Pilgrim House in Billericay, Essex.
- Emails and letters are acknowledged within three working days and we provide a full reply within 10 working days.
- Phone calls will be answered within six rings/20 seconds. Phone 0300 303 2500.
- Axis free phone 0800 783 2768 to report repairs.
- Swan’s website at www.swan.org.uk and our Web4residents site at www.web4residents.org. You can now report repairs, track repairs and obtain rent statements from the tenant portal.
- Block surgeries.
- Home visits.
- Using Charlie Swan, our Facebook account.

Service standards
Our service standards were developed with you and are set out in our 13 service standard leaflets. The leaflets include information on how to access our services and the level of service you can expect to receive from us. Our resident mystery shoppers and the resident inspectors help us monitor how we perform against these standards.

Annually we report our performance against the standards to you. We also have performance targets for each service which are in this report. You can read more about our services in your tenant or leaseholder handbook or by watching your sign up DVD and we regularly update you in our resident newsletter ‘The Communicator’.

Service standard leaflets

How did we do?
Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th></th>
<th>Actual 09/10</th>
<th>Actual 10/11</th>
<th>Target 10/11</th>
<th>Average Top Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan</td>
<td>86%</td>
<td>94%</td>
<td>90%</td>
<td>76%</td>
</tr>
<tr>
<td>Axis</td>
<td>91%</td>
<td>96%</td>
<td>90%</td>
<td>76%</td>
</tr>
</tbody>
</table>

Annual customer satisfaction survey
Every year we carry out a telephone customer satisfaction survey and also service specific surveys, so we know what you think about every aspect of our service. This feedback tells us where you think we are doing well, but also highlights where you think we can do better.

Meeting target/top performer – keep it up
What have you told us?
Our greatest priority for improvement is solving your problems more quickly.

Last year we told you that we had set up the ‘Right First Time’ project in partnership with residents and Axis, our repairs partner, to carry out a self assessment of our services. We completed this project in 2010 and we are well on the way to implementing the action plan which was agreed with residents.

We know that it is not enough to just achieve our performance targets. It’s how we do things not just what we do that counts.

We know that we need a clear focus on repairs and we want to support you and give you the best service we can. We want to continually do better and make a real impact to residents’ services. So how are we going to do it?

Improving our services in 2011/2012
• Our key objective for the coming year is for all Swan employees to have a positive “Can Do” attitude.
• In April 2011 we launched our Behaviours Framework which clearly sets out for staff what behaviours we expect of them.
• During 2011 all staff will be trained to ‘live’ the behaviours. This training will ensure that we provide our services in a positive way and that we get it ‘Right First Time’.
• To continue to be successful we need to improve our residents’ satisfaction in the way we provide our services.

Each year we develop an action plan to improve the service and your satisfaction.

<table>
<thead>
<tr>
<th></th>
<th>Swan Target 10/11</th>
<th>Swan General Needs Tenants</th>
<th>Average Top Performers General Needs Tenants</th>
<th>Swan Supported Housing Tenants</th>
<th>Average Top Performers Supported Housing Tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of residents satisfied with the overall service provided by Swan</td>
<td>78%</td>
<td>78%</td>
<td>80%</td>
<td>82%</td>
<td>88%</td>
</tr>
<tr>
<td>% of residents satisfied that their views are taken into account</td>
<td>63%</td>
<td>60%</td>
<td>64%</td>
<td>81%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Resident’s Annual Report
www.swan.org.uk
What are we doing?
We have a three stage complaints process.
Stage 1 – Manager’s response
Stage 2 – Director’s response
Stage 3 – Panel hearing chaired by a Regional Committee Member with a resident representative and advice from a Swan Director who has not been involved in the complaint.

We are closely monitoring our complaint and compliment handling systems and year on year continue to improve our performance. We are closely monitoring customer satisfaction on how complaints have been handled and the outcome of their complaint and have seen an improvement in both. We realise that in some cases residents will not be happy with an outcome, but we do want them to feel satisfied with the way the complaint was processed and that it was handled promptly, politely and fairly.

What have you told us?
Most complaints are about our repairs service. We have identified that the main issue is around keeping you up-to-date with the progress of a repair. This has been included in our Operational Plan for 2011/2012 as a key area for improvement.

Improving our services in 2011/2012
We will:
• Implement the improvements identified by the ‘Right First Time’ project.
• Increase complaints satisfaction to 70%.
• Review our complaints policy and procedure.
• Develop a text messaging feedback service to better understand your views of the complaint service.
• Implement an automated telephone system, agreed with residents, offering selection options at the start of each incoming call.

How did we do?
Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of complaints received</td>
<td>264</td>
<td>333</td>
<td>205</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Acknowledged within 3 working days</td>
<td>92%</td>
<td>98%</td>
<td>99%</td>
<td>100%</td>
<td>Not measured</td>
</tr>
<tr>
<td>Stage 1 response within 10 working days</td>
<td>86%</td>
<td>96%</td>
<td>100%</td>
<td>95%</td>
<td>Not measured</td>
</tr>
<tr>
<td>Satisfaction with how we dealt with the complaint</td>
<td>N/A</td>
<td>53%</td>
<td>73%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Satisfaction with outcome of the complaint</td>
<td>N/A</td>
<td>47%</td>
<td>55%</td>
<td>70%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Meeting target/top performer – keep it up
Above average performer – want to do better
Not meeting target/bottom performer – must do better
What are we doing?
We involve residents in holding us to account to improve the services we provide to you.

We have developed a Resident Scrutiny Framework, ‘Residents in the Driving Seat’ so it is clear how you can influence and work with us to deliver a better service.

We will have:
• Residents taking ownership of the scrutiny framework and working with us in partnership to direct and influence service delivery.
• A pool of residents who have developed the skills and capacity to effectively monitor performance.
• More residents playing an active part in scrutiny now and in the future by proving it really can make a difference.
• Residents feeling they have real opportunities to influence service delivery and change.

‘Residents in the Driving Seat’ outlines our framework for resident scrutiny.
It complements and supports our other corporate strategies and frameworks to assist us in achieving our goals, such as those set out in our:
• Corporate Plan.
• Housing Services Strategy.
• Resident Involvement Strategy.
• Value for Money Strategy.
• Equality and Diversity Strategy.
• Anti-Social Behaviour Policy.

“If you want to make a difference to the service residents receive, the area in which you or others live, learn how to get started by sparing just a couple of hours a month.”
John Elkins, Chair of Essex Regional Committee, Chair of the Essex Resident Consultative Committee and Resident Board Advisor

“The more residents we can get involved, the bigger the impact we can make. One call is all it takes to the Resident Involvement and Community Development team and they will give you all the help you need. You will make a new circle of friends and will feel part of a team that is really making an impact for residents.

Our relationship with Swan has not been one of just being a tenant and landlord but more like being part of a family that is working together, for the benefit of all residents.”
Tyson Bunby, Chair of the London Regional Committee, London Resident Consultative Committee Member and Resident Board Member
Resident Involvement

Resident Involvement Scrutiny Framework

- Estate Inspections
- Complaints
- Service Reviews
- Neighbourhood Agreements
- Resident and Community Groups
- Suggestion Scheme
- Service User Forums
- Focus Groups
- Value for Money Panel
- Equality and Diversity Committee
- Regional Committee London
- Regional Committee Essex
- Customer Feedback Panel
- Mystery Shopping Panel
- Residents’ Quality Panel
- Service Improvement Committee
- RCC Essex
- RCC London
- Swan Board
Resident Involvement

**Formal resident involvement**
The London and Essex Regional Committees together with the London and Essex Resident Consultative Committees (RCCs) scrutinise, challenge and monitor Swan’s performance.

The RCCs provide a residents’ view for setting targets and provide resident experience to assist in policy reviews. Both RCCs receive information and updates from the Resident Mystery Shopping Panel and Customer Feedback Panel. The two RCCs are made up of local Resident Association Members as well as nominated neighbourhood representatives.

**Value for Money Panel**
In 2010 we set up a residents’ Value for Money Panel to ensure that we consult and listen to residents’ views in terms of value for money. This includes decisions on how much should be spent on services which residents pay for through service charges. This group develops meaningful value for money measures for residents that show what difference the strategy is making.

We measure the impact of involvement by measuring the cost of each event/focus group and other resources to run it; and compare these with the impact they have had on individual residents, wider communities and the business. This ensures that all of our involvement methods represent good value for money.

**Monitoring and inspection**
Those closely involved with the scrutiny of Swan’s services have access to three main resident-led monitoring and inspection teams:

- Mystery Shopping Panel.
- Residents’ Quality Panel.
- Customer Feedback Panel.

These panels have annual programmes to monitor and measure performance. The results from the panels’ findings are presented to the RCCs and Committees and the actions identified are included in Swan’s Service Improvement Plan. Improvements identified are reported back to residents through our newsletter ‘The Communicator’.

“*I enjoy mystery shopping to scrutinise Swan’s services. This enables us to assist in making sure that we get Swan’s services Right First Time.*”

Resident Mystery Shopping Panel Member

The Customer Feedback Panel is made up of residents who have expressed an interest in providing feedback on our services. This panel offers direct access to resident views, experience and opinions. The panel are also invited to attend focus groups on different subjects in order for us to obtain further feedback on our services.
Resident Involvement

Resident training

We provide an annual programme of training for involved residents. This year we are providing training for residents on; presentation skills and confidence building, effective scrutiny and performance management, influencing and negotiating skills, risk management, time management, first aid, food hygiene, repairs and monitoring your money.

“Since completing my Chartered Institute of Housing Level 2 I feel empowered by gaining knowledge on housing related issues. I have a new found sense of worth and accomplishment. My confidence continues to grow.”

Natasha Greaves, London Regional Committee Member and London Resident Consultative Committee Member

Local level involvement

We enable residents to influence change at a local neighbourhood level. We do this through:
- Estate inspections
- Neighbourhood Agreements
- Young Persons’ Forum
- Black Minority Ethnic resident surgeries
- Asian women’s group
- Fun days
- Road shows
- Estate Resident Boards

Six landlords in Tower Hamlets sponsored the STAR Award to recognise resident contributions to their community. Swan residents nominated Ellen Ferris from the Exmouth Estate for the Inspirational Resident Community Award and she was the successful winner.
Resident Involvement

How did we do?
Performance April 2010 to March 2011
Throughout the year we have held:

<table>
<thead>
<tr>
<th>Event</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development events</td>
<td>107</td>
</tr>
<tr>
<td>Formal and informal meetings</td>
<td>47</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>11</td>
</tr>
</tbody>
</table>

In addition the number of involved residents increased:

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents who are on our Customer Feedback Panel</td>
<td>228</td>
</tr>
<tr>
<td>Residents who are actively involved</td>
<td>272</td>
</tr>
</tbody>
</table>

Resident involvement annual satisfaction survey results

How satisfied or dissatisfied are you that your views are being taken into account by Swan?

- **Very satisfied**: 47%
- **Fairly satisfied**: 34%
- **Neither satisfied or dissatisfied**: 7%
- **Fairly dissatisfied**: 4%
- **Very dissatisfied**: 4%
- **No opinion**: 4%

How would you rate the opportunities in which you get involved in terms of value for money?

- **Very good**: 53%
- **Fairly good**: 23%
- **Neither good or poor**: 11%
- **Fairly poor**: 7%
- **Very poor**: 4%
- **No opinion**: 4%

81% of involved residents were either fairly or very satisfied that their views were taken into account by Swan.

76% of involved residents felt that the opportunities in which they could get involved were good value for money.
 Resident Involvement

What have you told us?

“When I first moved to the UK I missed the feeling of community that we had in Italy. At the Residents’ Conference and through my work with Swan I have that feeling again.”

Luigi Bianco, resident of Bow Cross, London
Resident Consultative Committee Member

“I would urge anybody to take up the opportunities on offer. I have now completed the Chartered Institute of Housing Level 2 Certificate, which was sponsored by Swan. In February I was invited to become a member of the Essex Regional Committee. I have developed my career potential, made new friends and increased my confidence. I am enjoying every minute of it.”

Jo Alphous,
Essex Regional Committee Member

Improving our services in 2011/2012

We will:

- Develop a public relations strategy to promote the work of the resident involvement team.
- Involve residents in setting the annual budgets for key service areas.
- Work with residents to develop a set of local resident involvement performance indicators.
- Work with residents to produce a monthly performance report in line with Swan’s Resident Scrutiny Framework.
- Train a group of Resident Inspectors to carry out regular inspections of Swan’s services.

Local Offers update

Set up a Resident Inspection Team

We have:

- Set up clear criteria for auditing repairs by telephone and we will be developing an on site inspection programme later in the year.
- Developed a plan on how the inspectors will work with the repair team.
- Trained two residents on repair inspection and supported them to be successfully accredited with a Chartered Institute of Housing certificate.

The Resident Inspection Team will be carrying out an inspection of the repairs call centre in September and a further inspection will be carried out in March 2012. The results will be published in ‘The Communicator’.

Local Offer implemented
What are we doing?
Our approach is to make equality and diversity considerations part of everything that we do. We work with residents on the equality, diversity and inclusion issues that matter to them most.

We do this by:
- Undertaking Equality Impact Assessments (this ensures that our policies, projects and schemes do not discriminate against any group).
- Completing practical and awareness building projects and initiatives through the Diversity Action Forums (DAFs).
- Implementing equality and inclusion related service improvements through the Service Improvement Plan.

Our DAFs include resident representatives and we continue to encourage residents from all sections of the community to get involved in DAF projects. We also have an Equality and Diversity Committee in place which includes resident representatives. The role of the Committee is to scrutinise our progress and make recommendations at a strategic level.

How did we do in 2010/2011?
- The numbers of residents from ethnic minority groups accessing the adaptations service increased by 11%.
- The development of two youth forums has increased resident involvement from younger people.
- The welfare benefits advice service secured £486,309 for residents in Essex and £419,364 for residents in London who were entitled to benefits that they were not receiving.
- We supported residents to successfully complete their Entry Level 1 ESOL (English for Speakers of Other Languages) certification. An award ceremony was held in the Bow Cross Community Hall on 8th December 2010.
- We held additional Equality Learning Workshops and training for Swan and Axis staff.

What have you told us?
Through the completion of resident profiling (or equality monitoring) questionnaires, we better understand the communities that we serve and the diverse needs of households.

For example we know that:
- 45% of heads of households are aged between 26 and 45 years old and 8% are over 66 years old.
- Nearly 18% of heads of households have a disability, of which the most common disability is a mobility impairment.
- Nearly 20% of heads of households are from a Black, Asian, Minority Ethnic (BAME) group.
- 64% of heads of households are female.
- Christianity and Islam are the most common religions amongst heads of household.
- Although many residents are still reluctant to provide information on sexual orientation, Swan welcomes a lesbian, gay, and bisexual community in both Essex and London.

Improving our services in 2011/2012
This year we will be writing a new Equality Scheme that sets out our equality priorities and how we will deliver them. We will provide fair and suitable services for residents and customers and tackle the issues that are most important to different groups of people in the community. We will also look at ways to help people in our neighbourhoods to get on well together.

We have also re-launched our DAFs and have established a new Equality and Diversity Executive Group to oversee the equality and diversity related work we do.
700th home completed at Forest Gate
We know from surveys and feedback from residents that the quality of the homes we provide and how we maintain them is of great importance.

What are we doing?
Swan’s Decent Homes PLUS standard ensures that your home is maintained and improved above the minimum standard set by the Government. This initiative has been developed in partnership with residents to ensure that your home is safe. We will undertake a full review of your home and include any works required into our Repairs and Planned Improvement programmes. If your home is in need of improvement works we will write to you before they start. We will offer you a choice of colours or finishes when we carry out works to your home. For further information please refer to our Decent Homes PLUS booklet.

Fuel Poverty and Affordable Warmth Policy
Fuel poverty is simply an inability to afford adequate warmth. This is defined as having to spend more than 10% of your income to achieve satisfactory heating.

We will work to reduce fuel poverty by:
- Providing cost-effective and adequate heating systems.
- Providing information and raising awareness on energy consumption.
- Minimising the use of pre-payment meters.

Going ‘Green’
As a key provider of housing we are committed to tackling and reducing both the organisation’s CO2 emissions and those of our residents. Although we have measures in place to tackle fuel efficiency (and therefore fuel poverty) we still need to further educate both staff and residents to help reduce overall CO2 emissions.

At the Residents’ Conference 125 ideas were provided by residents on how we can reduce our carbon footprint. From this feedback we have developed an action plan and this year we will establish a resident-led ‘Green’ group who will act as green champions, promoting best practice to all other residents. We will provide information through our website and ‘The Communicator’ to assist residents in reducing their carbon footprint.
Quality of Homes

Improved investment in homes:
In the 12 months to March 2011 we spent £3 million on improving our homes and installed:

- 138 kitchens.
- 42 bathrooms.
- 117 new boilers/central heating systems.

We carried out:

- Electrical upgrades to 145 homes.
- External decorations to 400 homes.
- Fire Risk Assessments for all blocks.

We spent £718 per property on major repairs and cyclical maintenance.

What have you told us?
This year has seen a large increase in the number of tenants willing to complete and return their satisfaction surveys and these surveys have shown a general increase in positive responses from residents.

91% of you said you were very or fairly satisfied with planned works that were undertaken.

100% of you said you were very or fairly satisfied with the assisted decorations that were undertaken.

Residents told us that contractors did not always wear the shoe protectors provided by Axis. This is now being addressed.

Meeting target/top performer – keep it up

Improving our services in 2011/2012
We will:

- Ensure all the communal television aerials are ready for the digital switchover in 2012.
- Continue to undertake stock condition surveys to 20% of our homes per year.
- Ensure that 1,400 homes have a carbon monoxide alarm fitted as part of the Decent Homes PLUS Standard.
- Complete the first property alterations to alleviate overcrowding.
- Develop a series of options and cost appraisals for the implementation of a wide range of energy efficiency measures, including using solar panels to reduce fuel poverty.

Aids & adaptations
We work with Councils to provide an effective adaptation service for our tenants. Swan has a specific budget to undertake these types of works and in 2010-11 we completed:

- 26 walk-in showers.
- 28 grab rails and other small works.
- 12 stair lift or through floor lift installations.
- 66 other types of works to allow residents to stay in their home.

97% of all residents who returned the adaptations questionnaire said they were very or fairly satisfied with the overall works and service received.
Repairs and Maintenance

How did we do?

Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th>General Customer Satisfaction survey 2010 % of residents satisfied with the way Swan deals with repairs and maintenance?</th>
<th>Swan Target 10/11</th>
<th>Swan General Needs Tenants</th>
<th>Average Top Performers General Needs Tenants</th>
<th>Swan Supported Housing Tenants</th>
<th>Average Top Performers Supported Housing Tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>73%</td>
<td>79%</td>
<td>77%</td>
<td>77%</td>
<td></td>
</tr>
</tbody>
</table>

The above satisfaction survey results come from an annual survey.
73% of you said you were very or fairly satisfied with repairs that were undertaken.

- You said that you were not always being kept informed of repair delays. With Axis’ new repair system ROCC, it is now easier to identify any delays so that we can inform you.
- You said there was a delay in getting your repairs completed as Swan had to authorise the works. We have now increased Axis’ authorisation levels so that repairs can be carried out more quickly.
- You said you were unhappy with the attitude of some of the Axis staff. We quality check recorded telephone calls each month to ensure that telephone answering meets the standard we expect and we have taken corrective action where necessary.

In addition the Residents’ Quality Panel undertake a monthly satisfaction survey, which shows that 95% of residents were satisfied with the repair that was carried out.

What are we doing?

You want a ‘Right First Time’ repair service which means:

- We arrive on time.
- We complete the repair in one visit or where we have to come back, we do so in a reasonable timescale.
- We complete the repair to your satisfaction.

We are in the second year of a 14-year partnering contract with Axis to deliver our repairs service.

To keep your home in good repair we offer you:

- A 24 hour freephone number to report repairs: **0800 783 2768**.
- The priority of your repair and timescale for completion.
- A two hour appointment slot.
- An emergency out of hours service.
- The facility to report repairs through our new tenant portal via the Swan website **www.swan.org.uk**

Meeting target/top performer – keep it up
Above average performer – want to do better
Not meeting target/bottom performer – must do better
Repairs and Maintenance

How did we do?
Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th>Repairs performance jobs completed in target</th>
<th>Actual 09/10</th>
<th>Actual 10/11</th>
<th>Target 10/11</th>
<th>Average Top Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>100%</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>Urgent</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
<td>98%</td>
</tr>
<tr>
<td>Routine</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Appointments made and kept</td>
<td>62%</td>
<td>92%</td>
<td>90%</td>
<td>99%</td>
</tr>
<tr>
<td>Repairs completed at first visit</td>
<td>93%</td>
<td>94%</td>
<td>90%</td>
<td>91%</td>
</tr>
</tbody>
</table>

Improvements to our repairs and maintenance service

We have:
- Provided an online system for reporting and tracking repairs.
- Set up a text messaging service to remind you of your repair operative visit.
- Reviewed over 100 telephone calls to and from Axis call centre every month to ensure continued high levels of service.
- Provided a two hour time slot for all post repair inspections.

From the chart above you will see that we have improved our performance from last year.

The number of repair requests increased to 21,000 in 2010/2011. Over the last 12 months up to March 2011 we spent £2.5 million on day to day repairs. The average cost for each job was £101 which is in line with the national average.

We spent £457.70 per property on day to day repairs and empty properties.

Residents’ Quality Panel

We established a Residents’ Quality Panel (RQP) to enhance the strategic partnership with our repairs and maintenance partner, Axis. This Panel enables residents to engage and contribute to the monitoring of the service, as well as influence future improvements in the delivery of our repairs service. RQP members telephone residents and carry out visual checks on 10% of repairs each month. The idea is to find out from residents who have had a repair carried out how satisfied they were with the service. The RQP gives regular feedback which is discussed at monthly meetings with Axis.

We use the RQP, Mystery Shopping Panel and internal and external satisfaction surveys to further look for ways to improve our service. Over the last year resident satisfaction from the RQP surveys increased from 88% to 95%.

Our aim for this year is to expand the membership of the RQP so we can check even more work and achieve an even higher satisfaction rate.

“The RQP members look at ways to make Swan’s repair service better by undertaking regular customer satisfaction surveys and quality inspections. Two of the Panel members are now Chartered Institute of Housing accredited Resident Inspectors. We meet regularly to discuss results and to make recommendations for improvements. It is really rewarding work and it gives me and other residents a real opportunity to help make Swan’s repairs service one of the best there is.”

Stephen Francis, Chair of the Residents’ Quality Panel and member of the Essex Resident Consultative Committee

Meeting target/top performer – keep it up
Not meeting target/bottom performer – must do better
Repairs and Maintenance

Health and safety

Gas
We have brought forward our gas safety checks by two months so we can make sure we complete the check before the current gas safety certificate expires. As part of the gas programme we test smoke alarms and carbon monoxide detectors.

How did we do?

Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th>Properties with valid gas safety certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual 09/10</td>
</tr>
<tr>
<td>100%</td>
</tr>
</tbody>
</table>

In line with legislation Fire Risk Assessments have been carried out at all of our sheltered, high rise flats and flats with communal facilities.

Improving our services in 2011/2012

We will:
- Have an online portal so that residents can manage and monitor their own individual repairs.
- Use text messaging to confirm appointments and an operative’s attendance.
- Produce a user friendly advice leaflet on energy saving ideas.
- Improve the process of paying compensation for missed appointments.
- Improve Axis’ call handling technique and telephone manner by introducing a monthly call takers league table.
- Improve telephone callbacks to residents by introducing callback sheets which are monitored daily by the Axis Officer Manager.
- Provide operatives with palm top computers to help reduce the number of missed appointments.

Meeting target/top performer/Local Offer implemented – keep it up

Local Offers update

Appointments made and kept for 93% of repairs
We have made significant progress from last year to keep appointments made for repairs. This is a key action for us to ensure that we get our repairs service ‘Right First Time’ and is monitored monthly at our partnering meetings with residents and Axis.

Provide an online system for tracking
You can now track progress of your repair through our website: www.swan.org.uk

Develop a Decent Homes PLUS Standard for our homes
- We agreed the Decent Homes PLUS Standard with residents.
- Good progress has been made on our stock condition survey and the fitting of carbon monoxide alarms.
- We offer residents the option to purchase additional units when kitchens are renewed.

Offer leaseholders the option to purchase a new kitchen when kitchens are renewed in their area
Leaseholders can choose to purchase a new kitchen under similar cost terms available to Swan.

Provide a Rapid Response team on the Exmouth Estate
For residents on our Exmouth Estate in Tower Hamlets we provide a quicker response for communal repairs. We will review the service with the aim of expanding it to other areas in January 2012.

Local Offers agreed with residents so far for 2012/2013
- Carry out two inspections of the Axis repairs call centre.
- Undertake 1,700 stock condition surveys as part of our Decent Homes PLUS standard.
- Ensure 1,400 homes have carbon monoxide alarms fitted.
What are we doing?

Regeneration is more than providing new homes. It is about working with the community, encouraging you to take the lead so we can create communities that you want to live in.

**Bow Cross – Tower Hamlets**

Phase five of the Bow Cross regeneration scheme will see the delivery of a further 232 mixed tenure homes over a period of three years. This is the most complex and challenging phase of works on Bow Cross. Works are progressing well and the first handovers are expected in September 2011.

We have three tower blocks at Bow Cross, two are in the process of being refurbished and one has been completed.

**Exmouth Estate - Stepney, Tower Hamlets**

The refurbishment works on the Exmouth Estate are now complete.

**Forest Gate - Newham PFI**

We started to provide services under the Private Finance Initiative (PFI) contract in February 2009.

The scheme comprises the following:

- 894 rented properties.
- 437 leasehold properties.

779 homes have been refurbished so far to bring the properties up to the Decent Homes PLUS Standard. Works are underway to complete the remaining homes by 2012.

**Beechwood Village - Basildon**

In partnership with Higgins Construction we have employed five local apprentices on site. We have worked with our development partners and the local community to improve the overall design scheme and have incorporated their comments into a new planning application for the next phase of the project.

We are progressing with the first phase of the regeneration of the Fryerns and Craylands Estate, which will provide the following mix of new homes:

- 139 rented homes.
- 12 shared ownership homes.
- 239 homes for sale.

We have let the first 44 new homes for rent and sold five shared ownership properties.
Cranes Court - Basildon
Cranes Court was formerly used by Swan as a foyer and parent and baby accommodation, but as they were not designed for this purpose we have provided a new foyer in Basildon. The site provided an ideal opportunity for Swan to build a Code for Sustainable Homes Level 6 scheme.

A property which achieves level 6 of the Code for Sustainable Homes is “zero carbon”. A zero carbon scheme is one which has no negative impact on the environment. All the energy needed will be supplied within the development and be from a renewable source (for example, using the sun or wind to produce electricity). In addition to having to produce all the energy it needs, the property may have water recycling to reduce the amount of water needed, which will lessen the property’s impact on the environment.

The key features of the scheme are:
- Rainwater harvesting.
- Combined heat and power generator.
- Whole house ventilation.
- “Smart” electric meters.
- Triple glazed windows.
- 100% Lifetime Homes compliance.
- Locally sourced materials.

This scheme completes in January 2012 and will provide 28 homes for rent.

The Development and Regeneration Team are on target to increase Swan’s housing stock by 5% each year. Schemes such as Cambridge Road in Barking, Angel Way in Romford and Peachy House in Ilford are progressing through planning and will shortly be on site.

How did we do?
Performance April 2010 to March 2011
We completed 99 new homes during the year.

Improving our services in 2011/2012
We have secured funding from the Homes and Communities Agency under their 2011/15 Affordable Housing Programme to help deliver 1,500 homes over the next four years.

We will:
- Renew our specification of works on our regeneration sites to ensure that resident feedback is incorporated into our new design briefs.
3 Your Tenancy
What are we doing?
We aim to let our homes in a fair, transparent and efficient way. We will take into account the needs of both existing and potential tenants when developing our letting processes.

2010 saw the introduction of HomeKey, which is an online Choice Based Lettings scheme.

There have been a number of benefits as a result of introducing HomeKey. These include:

- 18% increase in customer satisfaction with the lettings service.
- 27% increase in applicants registering for a transfer.
- Average re-let time for a home through a transfer is down to 14 days.
- Reduction of 9% in refusals.
- An increase in chain moves resulting in an extra 13 moves.
- 10 extra family sized homes have become available for Swan tenants.
- Increasing mobility with a 25% increase in out of borough moves.
- Eight households moving out of central London to Essex.
- An overall increase of 52% in transfers for Swan tenants compared to the previous year.

We made the best use of available housing

- 123 households moved through a mutual exchange.
- 11 took advantage of our downsizing scheme and received money to move into a smaller home.
- 12 adult children of existing tenants moved into their own home under our allocations policy.
- We introduced a scheme to help overcrowded families with children to manage their space.

How did we do?
Performance April 2010 to March 2011

<table>
<thead>
<tr>
<th>Time taken to turn around general needs empty homes</th>
<th>Actual 09/10</th>
<th>Actual 10/11</th>
<th>Target 10/11</th>
<th>Average Top Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td>15</td>
<td>19</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>Essex</td>
<td>19</td>
<td>15</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>Average in days</td>
<td>17</td>
<td>16</td>
<td>16</td>
<td>24</td>
</tr>
</tbody>
</table>

😊 Meeting target/top performer – keep it up
😭 Not meeting target/bottom performer – must do better
During the year 501 homes became available for letting. Of these 292 were existing homes and 209 newly built/refurbished (110 were handed over by Development at the end of the previous financial year).

Lettings Satisfaction Survey
Every summer we survey those on the transfer list to see how good our lettings service is and then publish the results in ‘The Communicator’ and on our website www.swan.org.uk

In 2010, 97% of tenants told us they understood their banding, a 13% increase from the previous year. 76% were satisfied with the lettings service overall, which is an 18% increase from the previous year.

Feedback from residents moving into newly built homes
88% of residents moving to a newly built home were satisfied. This is a 4% improvement from the previous year.
What have you told us?
You said that you would like us to allocate housing to local people. We now highlight some properties on HomeKey for those with a local connection.

Almost 90% of respondents on the transfer list said they wanted us to introduce local lettings plans. We now introduce plans in agreement with the local council wherever we can.

“Ir’s Lettings team have been very helpful and have been willing to help at all times on the phone.”
Mrs D, Clacton

“I think that Toni Stefano has been very helpful and always willing to talk to me or my partner.”
Miss B, Basildon

Improving our services in 2011/2012
We will:
• Introduce a cross team Management Panel to assess priority transfer move requests.
• Promote the space management scheme to assist those living in overcrowded homes.
• Recruit a part time Viewings Officer to streamline and co-ordinate property viewings.
• Reduce refusals by ensuring correct and consistent advice is given to local authority nominees.
• Create a database of all Swan tenancy agreements past and current with each tenancy recorded on Universal Housing, our computer database.
• Promote local lettings plans on all new developments over 25 homes.
• Carry out a review and survey of residents on the transfer list.
Develop local lettings plans for our new developments
We have developed local lettings plans at Bow Cross in Tower Hamlets and Oldchurch in Havering.

Develop a ‘Space Saver’ scheme that offers home assessments to those living in overcrowded accommodation
We are in the process of carrying out assessments of those living in overcrowded accommodation to give advice and where possible, assistance and practical support. Currently we have offered 25 residents space saving furniture and one resident has accepted our offer.

Develop a ‘Keep in Touch’ scheme providing regular contact for those who want it
The pilots for this scheme start in September 2011.

We offered five residents an extended moving in date
When carrying out new tenancy assessments we identify residents who need extended moving in time. To date we have offered five residents an extended moving in date.

Provide a handyperson service for all new sheltered housing tenants within 48 hours of moving in
We now provide a handyperson service who visits on request.

Local Offers agreed with residents so far for 2012/2013
- Carry out a review of the Space Saver scheme.

What are we doing?
Rents
Our challenge is to ensure that our rents are affordable and the service charges cover the costs of the service you receive. Our rents are set using Government guidelines, taking into account the number of bedrooms within your home, value of your home and the average wage for your area. The purpose of the guidelines is to harmonise the rent charged by social housing providers, so that they charge similar rents for similar properties within the same area.

We have dedicated Income Recovery teams who deal with account queries and ensure that we recover unpaid debts. If you find yourself in financial difficulty, the Income Recovery teams can support you and help you get the right advice to improve your financial situation. We are also working in partnership with Basildon Citizens Advice Bureau (CAB), who work from our Pilgrim House office one day a week, offering debt advice for Swan residents.

You can now view your rent account and make payments using our online service by going into the tenant portal.

Welfare Benefits:
Swan provides a free welfare benefits advice service and last year the service received 857 referrals and helped residents claim £905,673. Due to the current economic climate we know that the role of the Welfare Benefit Officers will become even more important.
Rents

How did we do?

Performance April 2010 to March 2011

Average rent

The rent levels shown below do not include service charges and show the average rent level per property size for all properties occupied during 2010/11.

Please note these are the most recent comparable figures available.

<table>
<thead>
<tr>
<th>Region</th>
<th>Bedsit</th>
<th>1 Bedroom</th>
<th>2 Bedroom</th>
<th>3 Bedroom</th>
<th>4 Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essex</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swan in Essex</td>
<td>£61.40</td>
<td>£72.34</td>
<td>£88.59</td>
<td>£101.48</td>
<td>£111.16</td>
</tr>
<tr>
<td>Swan in Basildon</td>
<td>£61.40</td>
<td>£69.02</td>
<td>£87.82</td>
<td>£101.20</td>
<td>£110.72</td>
</tr>
<tr>
<td>Other Registered Providers in Basildon</td>
<td>£61.56</td>
<td>£72.93</td>
<td>£88.70</td>
<td>£100.06</td>
<td>£109.26</td>
</tr>
<tr>
<td>London</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swan in London</td>
<td>£92.67</td>
<td>£88.78</td>
<td>£102.03</td>
<td>£112.25</td>
<td>£128.14</td>
</tr>
<tr>
<td>Swan in Tower Hamlets</td>
<td>NA</td>
<td>£88.11</td>
<td>£101.30</td>
<td>£110.74</td>
<td>£130.36</td>
</tr>
<tr>
<td>Other Registered Providers in Tower Hamlets</td>
<td>£71.46</td>
<td>£83.95</td>
<td>£94.48</td>
<td>£106.87</td>
<td>£120.55</td>
</tr>
</tbody>
</table>

During 2010/11 we significantly reduced the level of rent arrears amongst our general needs homes. This was achieved by working hard with residents to prevent the build up of rent arrears and by providing support to those residents who had trouble paying their rent.

<table>
<thead>
<tr>
<th>Rent arrears %</th>
<th>Actual 09/10</th>
<th>Actual 10/11</th>
<th>Target 10/11</th>
<th>Average Top Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of rent collected</td>
<td>94.2%</td>
<td>101.3%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Current rent arrears as a % of rent due</td>
<td>4.69%</td>
<td>3.73%</td>
<td>4.5%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

Meeting target/top performer – keep it up

Below average performer – must do better
A recent survey showed that 89% of you understood the rent increase letter. This is an increase of 6% from last year’s results.

We have publicised recent changes to housing and welfare benefits in ‘The Communicator’ and local newsletters. We will continue to advise residents of forthcoming changes that might affect them.

**What have you told us?**

We set up a Residents’ Income Focus Group to help identify ways to improve our service. The group met on a regular basis and made suggestions to improve our website, developed welfare benefit leaflets and reviewed the wording of the arrears letters.

**Improving our services in 2011/2012**

**We will:**

- Carry out an annual review into the costs of income payment methods.
- Promote the benefits that a bank account can offer.
- Increase financial awareness amongst older residents.
- Work with external agencies to promote financial awareness workshops.
- Improve ‘self service’ money and debt advice for our residents, including improving information on our website and developing a guidance note on money issues.
**What are we doing?**

We use a range of different types of tenancies depending on the type of housing you live in.

This year we have revised our tenancy agreement after consulting with our tenants, to ensure that it is easy to read and understand.

All new tenants moving into our general needs housing are given a starter tenancy which is for a period of 12 months. This effectively means they are on probation for a year. As long as a tenant does not cause any nuisance to neighbours and pays their rent on time, their tenancy will be converted to an assured tenancy at the end of the 12 months. We visit starter tenants three times in their first year and offer guidance and support on all tenancy matters.

In order to prevent illegal sub-letting we operate a tenancy audit programme to check the identity of those occupying our homes. Every home is surveyed over a five year period.

We provide a Floating Support service in Essex and work with a range of agencies in London to ensure that you are offered a choice of services to help you sustain your tenancy.

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**How did we do?**

**Performance April 2010 to March 2011**

We have:
- Terminated seven starter tenancies due to bad behaviour by the tenant.
- Visited 20% of our properties to carry out tenancy audits. We recovered three properties due to illegal occupation and a further three are currently under investigation.

**What have you told us?**

You want us to tackle illegal sub-letting of our properties.

**Improving our services in 2011/2012**

We will:
- Complete a further 20% of tenancy audits and publish the overall outcomes in ‘The Communicator’.
- Increase publicity on the work we do as part of the National Fraud Initiative.
Sheltered Accommodation

At our two sheltered housing schemes in Great Dunmow and our extra care scheme in Rayleigh we want our residents to feel safe, be independent and have the opportunity to get involved in social activities.

What are we doing?

Following the review of our Older Persons’ Service residents emphasised the importance of maintaining their health and general wellbeing and their fears of becoming socially isolated. It was clear our residents wanted more activities. We secured external funding to set up a communal IT suite for residents at Boyescroft and Oakroyd House in Great Dunmow. For many of our residents this was the first time they had ever used a computer and they can now email and use Skype. This has enabled some residents to keep in touch with their friends and families who are unable to visit them regularly.

This has been a very successful project and an awards ceremony was held to celebrate its success.

How did we do?

Performance April 2010 to March 2011

We have:

• Completed the Telecare upgrade at Dobsons House, our extra care scheme in Rayleigh, Essex.
• Introduced more activities to all schemes including chair aerobics and visiting services such as an optician, chiropodist and hairdresser.
• Secured funding to deliver a digital inclusion project.

What have you told us?

“I thoroughly enjoyed the aerobics and even my husband Ted came along.”

Ted and Norma Sterry

Improving our services in 2011/2012

We will:

• Start work to upgrade our Telecare systems at the sheltered housing schemes in Great Dunmow, Essex.
• Evaluate our present Telecare model to see whether we can expand our current service to local communities.
• Increase resident participation and develop more community and intergenerational activities.

“I found the aerobics to be excellent as they helped me, particularly with strengthening under my arms. I also enjoyed the computer training for which I received a certificate.”

Dianne Briggs
Supported Housing

Living independently is not always easy and Swan’s Supported Housing team support and empower our residents to lead full and active lives independently in the community. By providing a more intensive housing related support service, the team aims to help our residents to have a better quality of life by preventing the problems that can cause vulnerable people to:

- Become homeless.
- Build up debts or rent arrears.
- Need hospital treatment or move into care.

How did we do?

We have:

Performance April 2010 to March 2011

- Involved our residents with learning disabilities to help us adapt some of our leaflets into a Makaton format, which is easier to understand.
- Secured additional ‘Foyer Health’ funding from the Foyer Federation.

What have you told us?

“My project worker has helped me learn basic skills that will help me start to live more independently in life.”

Stephen Hayward, Foyer resident

“I receive support from Donna, my Supported Housing Officer at Swan. Donna helps me with any problems I may have in my home as well as supporting me to do the things I want to do.”

Alan Root, Supported Housing Service User

Improving our services in 2011/2012

We will:

- Attain Foyer Federation accreditation.
- Report and monitor on the success of the repairs service following its review in 2010.
- Deliver safeguarding training to staff to raise abuse awareness.
- Develop a Supported Housing website for ease of access and to promote personalised services.
- Implement a central Gateway ‘first point of contact’ to allow ease of access to services.
- Introduce the Personalisation Agenda to expand on our current services. We will give people greater choice and control over the services we provide.
- Deliver a ‘Hub and Spoke’ service in Uttlesford. We will offer services and facilities to the wider community, as well as our residents of sheltered schemes.
Leasehold/shared ownership service

Swan has over 1,100 long leaseholders and shared owners.

It is a specialised service because of all the different rights and responsibilities in leases.

What are we doing?

We have:

• Listened to what you told us and changed the format of the actual and estimated service charge bills to explain clearly how the service charge is calculated.

• Improved the process of producing our actual and estimated service charges.

• Reviewed our leaseholder policy.

• Reviewed the management and administration fee for leaseholders. This means that leaseholders pay the actual costs for providing a leasehold service.

• Reviewed our service charge policy so that all people who pay service charges, including assured tenants, receive information that is easier to understand.

How did we do?

Performance April 2010 to March 2011

We have:

• Established a Leaseholder Forum which has met three times, but we need more of you to get involved. Please contact your Leasehold Management Officer if you are interested in joining.

• Achieved a 115% collection rate for leaseholder service charges.

What have you told us?

You want to get more involved with the selection process of new contractors. We now have a leaseholder from the Exmouth Estate, Tower Hamlets on our tender panel for the re-tendering of the grounds maintenance contracts. They will sit on the panel selecting the contractor, where the key consideration will be delivering value for money and a quality service.

Improving our services in 2011/2012

We will:

• Aim to improve leaseholder satisfaction by 2%.

• Implement the recommendations of the Service Charge Review to make service charge documentation easier to understand.

• Work in partnership with Gateway Housing Association to mystery shop our services.

For more information about the leasehold service please visit our website www.swan.org.uk
Residents' Noak Bridge Beautification Project.
Image courtesy of resident Jan Francis, Noak Bridge
What are we doing?
We have introduced a new neighbourhood management policy that combines the work we do on estate services and Anti-Social Behaviour.

We have recently completed an estate services review with residents to look at the cost of delivering our service. We are identifying how we can get better value for money for the materials we buy.

We have an in-house Estate Services team who look after communal areas. In some areas, mainly in Essex, external contractors provide the grounds maintenance service. We are looking at both the way the service is provided in these areas and reviewing our gardening contract in partnership with residents.

Caretaking standards of service
We will:
- Clean all blocks of flats at least weekly.
- Check for abandoned vehicles and remove within 21 days.
- Remove all graffiti and check for vandalism.
- Check communal lighting.
- Remove all bulk rubbish.
- Inspect for repairs.
- Keep noticeboards up to date with cleaning schedules and photographs of staff responsible for cleaning, along with contact details.
- In the event of heavy frost or a snow fall, sweep and clear pathways from the entrances to blocks.

We offer estate inspections at varying times to encourage you to get involved in the monitoring of your estate. We ensure that our estates are kept to a high standard and have developed a guide in consultation with our Resident Consultative Committees that helps us to monitor our standards. This guide has attracted praise and recognition from other landlords who have adopted many aspects of the Swan Estate Services Cleaning Standards Guide. All residents who receive a cleaning service from us are issued with a pictorial guide.
How did we do?
Performance April 2010 to March 2011
The average cost for communal cleaning in flats was £6.62 per week.
We use a system of A, B and C to grade our caretaking standards.

We have:
• Carried out 855 estate/block inspections, of these over 96% attained an A standard.
• Ensured that all blocks/estates found to be of an unacceptable standard (less than 0.5%) were brought back to standard within 24 hours.
• Undertaken satisfaction surveys.
  - 92.5% of residents felt that the internal and external cleaning was a good or excellent service.
  - 92.3% of our residents felt that our caretaking and cleaning service provides good value for money.
  - 80% of estate inspections were attended by a resident.

Improving our services in 2011/2012
We will:
• Develop a low cost gardening scheme for older persons and those with a disability.
• Review the satisfaction of residents living on estates that are not cleaned by our Estate Services team.
• Continue to consider requests to install CCTV on estates.

Local Offers update
Carry out estate inspections at weekends and evenings involving residents and other agencies where requested
Now in place.
Set up a low cost gardening scheme for older persons and those with a disability
We will be setting up this scheme once we have re-tendered our gardening contract which will be towards the end of the year.
Expand our CCTV service
We have installed cameras at Bow Cross and the Exmouth Estate in Tower Hamlets to increase security as requested by residents.
Develop a parking policy for Bow Cross in Tower Hamlets
This was approved at the Bow Cross Estate Residents’ Board in September 2011.

What have you told us?
Details of the Environmental Improvement Fund have been published in ‘The Communicator’, at local resident meetings and at our Residents’ Conference. We have £65,000 for the year and are keen to give residents an opportunity to put forward ideas to improve the areas where they live.

“By attending the estate inspections I am empowered as a resident to get things done as I accompany residents from other estates on their estate inspections.”
Michelle Richards, resident who attends estate inspections

“By attending the estate inspections I am empowered as a resident to get things done as I accompany residents from other estates on their estate inspections.”
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“By attending the estate inspections I am empowered as a resident to get things done as I accompany residents from other estates on their estate inspections.”
Michelle Richards, resident who attends estate inspections

We sign off the spending of a specialist budget called the “Environmental Improvement Fund” which helps to improve the quality of our estates. We look at all of the applications which you put forward and authorised £30,322 to spend on local areas. Some of the ideas where we have made a difference to local communities are gardening projects, new security doors and gates, additional lighting for car parks, electronic pigeon deterrents and estate tidy up days.”
George Ferris, Chair of the London Resident Consultative Committee
What are we doing?
We work with our key partners to deliver the best service for the communities in and around our estates.

How did we do?
Performance April 2010 to March 2011

We have:
- Continued to work with the local Crime and Disorder Partnerships to tackle Anti-Social Behaviour.
- Arranged for a Credit Union representative to meet residents signing up for a new home in Priestman Point, Bow Cross, Tower Hamlets, to provide information about their services.
- Worked with Estuary Housing Association to develop a joint Good Neighbourhood Agreement for a new development in Havering.
- Worked with the Primary Care Trusts to promote health and wellbeing at our Supported Housing and Sheltered schemes; offering baby massage, health visitors and visiting chiropodist and opticians.
- Worked with Tower Hamlets Council to review their lettings policy to give more priority for those who have waited the longest.
- Part funded a Family Intervention Worker in Tower Hamlets who worked intensively with a number of families in our homes to help them access the services they needed and to prevent them losing their homes.
- Agreed local lettings plans with Redbridge and Tower Hamlets.

Improving our services in 2011/2012

We will:
- Review how we work in partnership with other agencies to support vulnerable tenants.
- Set up job clubs in partnership with the Swan Foundation.
- Work with the Home Improvement Agency to assist people to live independently in their homes.
- Work with other landlords to increase the mobility options for Swan tenants.
- Continue to play an active role in the East London Housing Partnership, which was set up to increase the quality and availability of housing within East London.
- Work with the developers of HomeKey to expand the system and enable reciprocal moves with other landlords.
We know that the bad behaviour of other people can really make life miserable. We have a responsibility to make sure you do not suffer as a result of Anti-Social Behaviour (ASB) and each resident has a responsibility to make sure their behaviour does not upset others.

**What are we doing?**

We have:

- Developed an ASB minimum standard pledge which everyone signs up to, in partnership with other agencies working in Tower Hamlets.
- Developed new information packs with details of victim support, hate crime and domestic abuse information and support.
- Implemented a new IT system for monitoring ASB cases.
- Scrutinised the costs spent on ASB through our Value for Money Panel.
- Piloted the use of Good Neighbour Agreements on some of our estates in London and Essex.
- Held focus groups on the Exmouth and Bow Cross Estates in Tower Hamlets to discuss issues relating to Anti-Social Behaviour. We will continue to hold focus groups on estates where Anti-Social Behaviour is an issue.
- Installed CCTV on both Bow Cross and the Exmouth Estate in Tower Hamlets.
- Organised summer play schemes such as the one at Bow Cross and a football tournament in Basildon, Essex.
- Purchased equipment to monitor the noise levels of residents who cause noise nuisance.

**How did we do?**

**Performance April 2010 to March 2011**

Satisfaction with our Anti-Social Behaviour service has increased from 47% in March 2010 to 68% in March 2011. We developed a new Anti-Social Behaviour satisfaction survey which we hope will increase the number of returned surveys.

😊 Below average performer – must do better
What have you told us?

“As a resident in the Laindon area I was experiencing anti-social behaviour from young people who use the park next to my house. I contacted my Housing Officer who came to see me and we discussed the best way to deal with my problem. As the problems were at night we thought an approach light at the back of the house would be the best way to deal with the problem. Within a couple of days the light was installed and now my problem has gone.”

Carol Franklin, resident who sits on the ASB Focus Group and is also a member of the Essex Resident Consultative Committee and the Essex Regional Committee

Improve our services in 2011/2012

We will:

• Review the effectiveness of the out of hours Anti-Social Behaviour service to establish frequency of use and value for money.
• Implement any changes identified in the new ASB Respect Standard which was launched in June 2011.
• Review the information on our website about Anti-Social Behaviour to ensure it is clear, easy to find and reflects what residents want to see.
• Use the new tools likely to be introduced by Government reforms.
• Continue to work with the resident Anti-Social Behaviour focus group to further improve our services.

Provide an out of hours service, seven days a week for reporting ASB

We have provided this service for a year and 116 calls have been made to this service. Remember to call 0800 075 66 99. There is also a new free text number 80800 - Get help when you need it most!

Provide better feedback through our website on reports of ASB, including those made anonymously to encourage residents to come forward

Our website has been improved so that you can now report ASB anonymously. Cases can now be tracked on our website.

Provide area specific ASB reports to each Residents’ Association and Estate Residents’ Board

Reports are now provided at each meeting.
Value for Money
What are we doing?
During the year we have spent £122 million on providing services and building 99 new homes.

Performance April 2010 to March 2011

How did we do?
Each year we undertake a benchmarking exercise where we compare our costs and the quality of our services against other similar providers to see whether we provide a good level of service for a reasonable cost compared with others. Details of how we compare with others are shown in each section of the report. This information helps us to do things better. Our overall aim is to give you the best value for your money for all our services. These results are also published each year in ‘The Communicator’.

How your rent is spent
(per £1 on average)

Service charge breakdown
During 2010/2011 Swan spent nearly £3.3 million on services provided to homes where a service charge is paid.

If you are a leaseholder or shared owner you will receive a detailed breakdown of the costs for your property/block/estate when you receive your estimated and actual service charge account.

If you are a tenant you will receive a breakdown of the service charges for your home when you receive your annual rent increase notification.

2010/11 Swan service charge breakdown (per £1 on average)

Key
- Communal cleaning and gardening
- Utilities/insurances
- Communal repairs
- Health and safety provisions
- Security/CCTV
- Other

Key
- Interest paid on bank loans
- Housing
- Repairs and management
- Overheads
- Resident involvement
Value for Money

What are we doing?
In September 2010 we set up a Residents’ Value for Money Panel to increase our residents’ role in assessing value for money. We want to fully embed value for money across Swan, so we also revamped our Staff Value for Money Panel and agreed new terms of reference.

How do you know that you are getting value for money from Swan?

Cost......
.....per unit
.........for the quality
..........compared with elsewhere

How did we do?
Performance April 2010 to March 2011
Efficiency savings means we have more money to spend on providing our services.

We have:
- Introduced fixed prices for legal work to obtain ASB injunctions.
- Installed tracker devices to all our Estate Services vehicles. These were supplied free by the insurance company. They helped us in route planning and will help make savings on fuel.
- Completed a Service Charge Review. This has highlighted a need to change the way we manage our estates where there is a managing agent, giving us more control of the quality of the services they provide for the money you pay.
- Reviewed our contractor for the installation of new PVC double glazed windows and achieved a 5% reduction in costs. We have also improved the energy efficiency of the windows, which will directly benefit residents.
- Reviewed internet access by entering into a seven year agreement with a specialist internet provider to provide short term internet facilities at some of our NHS accommodation sites. Only the usage charges are paid directly by the resident to the service provider with no cost to Swan.
- Introduced a new mobile phone contract for staff saving approximately £50,000 over the two years.
- Supported Housing staff piloted car sharing on visits to clients to reduce Swan’s carbon footprint and mileage costs.
- Housing teams are trialling texting tenants the day before pre-arranged visits. We hope to reduce the number of visits missed by tenants, so that Officers’ time can be used more effectively on customer care.
- The Estate Services team now order cleaning materials in bulk to reduce costs, so far saving £1,500.
Value for Money

What have you told us?
In our annual survey 69% of our residents said they received good value for money for their rent.

“The Residents’ Value for Money Panel has been in place almost a year. We meet as a group every two months and over the last 12 months the Panel has reviewed many different department functions. The Panel forms part of the governance structure of Swan, scrutinising departments on the Value for Money provided for the work they carry out.

As the Chair of the Panel and a resident myself, I would like to assure you that Value for Money is not about saving money and providing low cost alternatives. Value for Money is about providing the best quality service for less cost or providing a better service for the same costs.

In the past three years residents have helped Swan choose their repairs partner Axis, approved the types of boilers installed in our properties and the floor coverings for kitchens and bathrooms.

Over the next 12 months the Value for Money Panel will again be reviewing key areas of Swan’s business and will consider how services have been improved for residents. We will continue to look at new areas and consider how Swan provides Value for Money for all of Swan’s residents and stakeholders. If you would like to become a member of the Panel please contact the Resident Involvement team for further details on 01277 844242.

Swan Housing has a number of suggestion schemes open to both residents and to Swan Officers. I would like to hear your ideas on how Swan can improve the quality of services. I cannot promise that every idea will be actioned but I can promise that every idea will be considered and I will endeavour to provide feedback to you personally.”

Darren Coan, Chair of the Resident Value for Money Panel

Improving our services in 2011/2012
We will:

- Introduce solar panels on the roofs of some of our homes. This scheme will directly benefit residents through the provision of free electricity which is generated from the solar panels. It will not necessarily provide all their electricity, but aims to reduce fuel bills by around 40%, saving residents approximately £300 per year.
- We will renegotiate our contract with Allpay who provide our rent cards and direct debits, which we anticipate will save £8,000.
- Provide regular information to residents on costs and satisfaction with our services.
- Report how money is spent on all services in a block or where a service charge is paid.
- Introduce and evaluate a new service charge estimation procedure.
- Simplify service charges statements so that it is easier to understand the difference between estimated and actual service charge.
- Compare our costs with other social landlords.

Local Offers update
Provide regular information on costs and satisfaction with our services
Information is provided in ‘The Communicator’ and the Annual Report and to the Resident Value for Money Panel.

Set up an independent resident-led Contractor Monitoring Board
The Residents’ Quality Panel will be expanded to fulfil this role.

Report how money is spent on all services in block or where a service charge is paid
Residents wanted greater transparency in how service charges are calculated and apportioned. This has been done as part of the Service Charge Review and is now included in the estimated and actual service charge accounts.

Compare our caretaking costs with other social landlords within Tower Hamlets
This is is currently being worked on with the assistance of HouseMark and the London Borough of Tower Hamlets.

Local Offer implemented
Local Offer – work under way
John Elkins, Chair of the Essex Regional Committee and Tyson Bunby, Chair of the London Regional Committee
Swan has an experienced Board which includes a Resident Board Advisor and a Resident Board Member. The Board is responsible for the good governance of Swan. This means that the Board regularly checks how Swan is performing, including how it is run and managed. The Board is also responsible for managing risk and growing the organisation. The Board meets quarterly and is supported by the following Committees:

- Service Improvement.
- Equality and Diversity.
- Audit and Risk.
- Finance and Personnel.
- London and Essex Regional Committees.

There is an annual appraisal of Board and Regional Committee Members to identify any skill gaps. Training is then provided.
Governance and Finance

Executive Team

The Executive Team are responsible for implementing the strategic decisions taken by the Board.

John Synnuck  
Chief Executive

Mark Thompson  
Deputy Chief Executive

Jamie Smith  
Group Finance Director

Michael Rutherford  
Financial Services Director

Sandra Fawcett  
Housing Director London

Mary Gibbons  
Housing Director Essex

Terry Bird  
Director of Asset Management
Swan’s finances explained

Turnover
The income we receive as:
- Rent and service charges.
- Other income from the properties we manage.
- Sales of shared ownership homes.

Operating costs
Our expenses for managing and repairing our properties, as well as the running costs of our offices and staff.

Surplus
We have made a surplus this year. This means our income was more than our expenses. Last year we made a deficit, our income was less than our expenses.

Surplus on sale of properties
The money we received from selling homes under the Right to Buy and other similar schemes, minus the value of the properties.

Interest payable
The total interest charged on loans, minus the interest received on bank deposits.

Consolidated
All the financial accounts of all the Swan companies added together, with payments between them taken out.

Financial Accounts

Show me the money
Each year we tell you how we are doing financially. These pages are from our Financial Statements from 1st April 2010 to 31st March 2011. For the full Financial Statements please visit www.swan.org.uk

Consolidated Group Income and Expenditure Account for the year ended 31st March 2011

<table>
<thead>
<tr>
<th></th>
<th>2011 £’000</th>
<th>2010 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>76,032</td>
<td>66,259</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>(63,142)</td>
<td>(53,016)</td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>12,890</td>
<td>13,243</td>
</tr>
<tr>
<td>Surplus/Deficit on sale of properties</td>
<td>729</td>
<td>(22)</td>
</tr>
<tr>
<td>Interest payable</td>
<td>(12,565)</td>
<td>(13,735)</td>
</tr>
<tr>
<td>Surplus/Deficit for the year</td>
<td>1,061</td>
<td>(432)</td>
</tr>
</tbody>
</table>
Our finances explained

Properties
This is the value of all our homes, offices and garages.

Fixed assets
The value of things that we own for longer than a year, like office equipment, computers and furniture.

Current assets
Money that people or organisations owe us. It also includes properties we have developed or are developing for sale.

Current liabilities
Money that we owe to people and organisations that must be paid in the next year.

Net current assets
Current assets minus current liabilities.

Long-term loans
So that we could buy our homes from the Council in 1994 we took out loans (like a mortgage). We have increased our loans since then to build and buy new homes.

Audit Report
The above table is from our Financial Statements, which have been audited and signed off by Grant Thornton UK LLP.

Consolidated Balance Sheet as at 31 March 2011

<table>
<thead>
<tr>
<th></th>
<th>2011 £'000</th>
<th>2010 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Properties</strong></td>
<td>512,639</td>
<td>496,653</td>
</tr>
<tr>
<td><strong>Other fixed assets</strong></td>
<td>4,873</td>
<td>4,614</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td>517,512</td>
<td>501,267</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>94,388</td>
<td>80,021</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>(36,878)</td>
<td>(35,295)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>57,510</td>
<td>44,726</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>575,022</td>
<td>545,993</td>
</tr>
</tbody>
</table>

A message from Richard...  
I hope you enjoyed reading our Annual Report. Every year with your help we show you how we have done, how well we are doing and what we have still left to do.

I would like to thank everyone who offered their support in writing this report. What you tell us enables us to make a real impact to residents’ lives.

Please take the time to complete the enclosed survey. This will help us to know what you think of this report and how we can improve it for next year.

Richard Frost, Chair of Swan Board

All percentages have been rounded up in this document.
Speaking your language

If you would like someone to explain anything in this document to you, please call us on 0300 303 2500.

Bengali
যদি চান যে কেউ এই ডকুমেন্টের থেকে একটি নিক আপনাকে ব্যাখ্যা করে নিক তাহলে দায় করে আমাদেরকে 0300 303 2500 নাম্বারে কোন করলে।

French
Si vous souhaitez obtenir des explications sur le contenu de ce document, veuillez nous appeler au 0300 303 2500.

Polish
Jeśli potrzebują Państwo skontaktować się z osobą, która pomoże wytłumaczyć treść dokumentu, proszę do nas zadzwonić pod numer 0300 303 2500.

Somali
Haddaad jeclaan lahayd inuu qof kuu sharax wax uun ku saabsan dokuuntiigan fadlan soo wac telefoonka ah 0300 303 2500.

Punjabi
ਤੱਤੱ ਰੱਖੁੰਗ ਤੀ ਬੀਕਾ ਉੱਤੇ ਲਗਤੁੰਗ 0300 303 2500 ਦੇ ਦੇਣ ਬੰਦੇ। ਪੰਜਾਬੀ ਦੀ ਵੀ ਇਹ ਕਾਫ਼ੀ ਪ੍ਰਤੀ ਦੋਹਾਂ ਦੇ ਬਾਲਕੀ ਵੀ ਹਿੰਦੂ ਤੇ ਹੁਮਾਨ ਵੀ ਦੁਖੀ।

Arabic
إذا كنت ترغب في شرح ما يذكر أي شيء من محتويات هذه الوثيقة فارجوا الاتصال بنا على 0300 2500 0300.

Urdu
آپ کی بھی کوئی امریکی یا فریق کی کوئی مشکل میں ہیں، آپ کو کہ سکتے ہیں۔ 0300 303 2500