



WILLINGHAM PARISH COUNCIL

NOTICE IS HEREBY GIVEN of a meeting of the Planning Committee to be held on Monday 27th January 2017 in the Octagon, St Mary and All Saints, Church Street, Willingham

ALL COUNCILLORS WHO ARE MEMBERS OF THIS COMMITTEE ARE HEREBY SUMMONED TO ATTEND

Plans will be available for viewing by the public between 7.15 and 7.30 pm that evening.

The Public and Press are invited to address the Committee under Item 3.

Prior to the meeting, there will be a presentation from Kingswater Lindum regarding the proposed development on Station Road. The meeting will immediately follow this presentation.

AGENDA

1. To receive apologies for absence
2. Declarations of interest
3. Public forum (*maximum 3 minutes per person, with an overall limit of 15 minutes*) All parishioners wishing to speak must make their name known to the Clerk prior to commencement of the meeting. Maximum of five people to speak. Large groups will need to decide on a spokesperson representative.
4. To approve the minutes of the meeting held on 31 January 2017
5. To deal with any matters arising from the minutes of the meeting held on 31st January, not covered elsewhere on this agenda.
6. Planning Applications considered under delegated powers - 14th February 2017
S/2221/16/FL – 33 Earth Road, Willingham, Mr A Gardiner – amendment – two semi detached houses in rear garden at no 33 Earth Road, and remodelling of the existing bungalow to include first floor accommodation.
7. Applications for consideration
 - (i) S/0569/17/FL – 21 Berrycroft, Willingham, Mr Mendham – two storey rear extension & canopy over front porch
 - (ii) S/0352/17/FL – Cherrytrees, Priest Lane, Willingham, Mr B Hancock – removal of agricultural occupancy condition 1 of planning permission C/0012/67
 - (iii) S/0362/17/FL – The Porterhouse Pub, 1 Station Road, Willingham Mr B Todd – two storey side and rear extension to existing Public House to provide restaurant facility and additional bed and breakfast accommodation. New boundary treatments, landscaping, car park alterations, staff accommodation building and raised external terrace.
 - (iv) S/0414/17/FL – Kerley and Co, Haden Way, Willingham – extension to provide germination rooms, staff rest room and WCs.

8. Notice of applications (for information only)

- (i) S/3636/16/DC – Land rear of 17 and 19a Green Street, Willingham, E Garner and Sons – discharge of condition 6 (land contamination) of planning permission S/0710/04/O
- (ii) S/3238/16/OL – Land parcel adjacent to Highgate Farm, Willingham Road, Mr Papworth – outline planning permission for a two storey dwelling and access with some matters reserved - additional information – submission of noise assessment report to application for
- (iii) S/0198/17/FL – 34 Fen End, Willingham, Mrs Hitt – erection of timber garage - additional information – revised position of garage – moved 300mm from boundary fence.

9. Notice of planning decisions (for information only)

- (i) S/3478/16/DC – 38 Silver Street, Willingham, Mr and Mrs Byrom – Discharge of Conditions 7(windows and doors), 8(boundary treatment), 10(brickwork), 11c(extract), d(flexible flue), f(internal timber repairs), g(external render), h(plinth), j(fireplace), k(rainwater goods), m(staircases), p(brick repairs), 13 (gutters and drainpipes) and 14(roof tiles) of Planning Application S/0192/08/LB -**approved**
- (ii) S/3378/16/FL – 63 Haden Way, Willingham, Mr D Flack – single storey out-building to form a granny annex to the rear of the property – **approved**.

10. Correspondence

11. Items for future meetings

12. To decide date of next meeting.



Mandy Powell
Parish Clerk
21st February 2017

Page 2 of 2

Proposed new residential development

New 'all affordable' housing site

at

Station Road, Willingham, Cambs. CB24 5HG



Kingswater Lindum Ltd

Lindum Business Park

Hykeham

LN6 3QX

February 2017

Station Road, Willingham, Cambs



Background:

Following examination of the Local Housing Needs Survey for South Cambridgeshire and in conjunction with discussions with South Cambridgeshire District Council (SCDC), it has been confirmed that there is a shortage of affordable housing in Willingham. The latest statistics from The Local Connection Criteria schedule prepared by SCDC suggest that 64 units are required to satisfy the local need for affordable housing. Kingswater Lindum, a specialist affordable housing developer, has identified a small parcel of land on the outskirts of the village that will allow some of this housing to be built and to partially satisfy the local need.

Planning Considerations:

The proposed development will be on a rural exception site that is outside the village development boundary and we will be applying for permission to develop under the Exceptions Policy. Having met with SCDC planners and strategic housing department on numerous occasions we have completed a formal pre application. We received a formal response in November 2016 where SCDC were minded to support our application subject to the following caveats:

Flooding issues. We have engaged with both the EA and the Lead water agency on this matter and have spent a considerable time using their preferred consultant to remodel and update the flooding map. This has been done and the EA are satisfied we can develop the site for housing in a manner acceptable to them.

Highways. Again we have engaged with Cambs. Highways and comply with their standard visibility splay rules for exiting on to Station Road. NB We have designed based upon the 40 MPH speed limit remaining.

In addition we would be expected to carry out a public Consultation (which is scheduled for March 14th) and provide sufficient information to the Parish Council for this scheme to be discussed at a PC planning meeting AHEAD of the formal planning application.

If planning permission is granted, there will be an obligation to ensure that an approved Registered Social Housing Provider is involved in both the ongoing management of the affordable rented and sales of the shared ownership houses. In this regard we are contracting with Cross Keys Housing and any planning application will be in joint names of the Developer and the Registered Social Housing Provider.

The Site

The site comprises a 1.80 acre parcel of land in the south of the village and on the east side of Station Road in Willingham. The site currently lies fallow.



The Developer:

Kingswater Lindum Ltd is a joint venture construction and development company that specialises in bringing forward all affordable housing sites on brownfield land and rural exception sites.

The shareholders are the Kingswater Group, a London based developer www.kingswater.co.uk and the Lindum Group, a Lincoln based construction and property company. Lindum has consistently been in the top 20 of the *Sunday Times'* Top 100 Medium Sized Companies and is a co-operative insofar as the employees own 100% of the company (John Lewis model). www.lindumgroup.com

The Registered Social Housing Provider

Cross Keys Housing (CKH) is Peterborough's largest social landlord, managing nearly 11,000 homes. They house around 14% of the city's population through social housing, shared ownership, private rent and leasehold. They are committed to helping tackle the housing crisis, and over the last ten years have built 1,000 new homes and will build a further 1,200 homes by 2018.

In expanding out of Peterborough, they are currently developing in Cambridgeshire, Bedfordshire and Buckinghamshire.

As a community business CKH are dedicated to creating opportunities to change lives, and dedicated teams look at ways to help and support people, to manage their tenancies, reduce dependency on benefits and make their neighbourhoods happy, safe and vibrant places to live in. They also support the most vulnerable; with four homeless hostels and sheltered and award winning extra care accommodation for the elderly.

CKH are committed to improving the environment and are accredited to the Investors in the Environment scheme and hold a Green Apple Award for their environmental work. This year they won the 24 Housing Best Green Scheme Award for their solar panel project which has seen over 5,200 households benefiting from free electricity, lifting some out of fuel poverty whilst reducing the carbon footprint of the housing stock.

We attach a copy of CKH's annual report 2015/16

The Development:

The intent is to apply for planning permission for 22 all affordable houses with the precise mix based upon the outcome of discussions with SCDC housing officers and informed by the SCDC 2015 edition of the Housing Register and the Local Connection Criteria (LCC)

Housing Needs Survey information

One of the prerequisites of the Housing officer was delivery of a product that fell within the need identified on the LCC schedule. The schedule below compares the 'Need' with our supply proposals

Under 60's	Over 60's	Total
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From South Cambs DC schedule

Aff. Rented	1 bed	2 bed	3 bed	4 bed	1 bed bungalow	2 bed bungalow	3 bed	Total
Need	23	19	6	1	12	2	1	64

This development's proposals

Aff. Rented	1 bed apartment	2 bed	3 bed	4 bed	2 bed bungalow	2 bed bungalow Lifetime homes	3 bed	Total
Proposed	4				2	2		8

Shared Equity	1 bed bungalow	2 bed	3 bed	4 bed	1 bed bungalow	2 bed	3 bed	Total
Proposed		5	9					14

This is supported by the summaries in the Housing Needs Survey dated November 2015 issued by Cambridgeshire Acres on behalf of both the Parish Council and Cross Keys Homes.

SCDC have issued a Supplementary Planning Document SPD which makes specific reference to rural exception sites for all affordable housing and more specifically who is entitled to benefit from this provision. It is aimed at local residents and people with a connection to the community

Verbatim extract from SPD

Clause 6.16

The method for selecting households to occupy rural exception sites will generally be as for all affordable housing as set out in Chapter 4. However, for rural exception sites, the expression "local" in Policy HG/5(1) is defined as households:

- · who are currently resident in the local community, defined as the parish within which the village is located, or*
- · who have an employment connection to that local community, or*
- · who have a family connection to that local community*

6.17 If there are no households in the local community in housing need at the stage of letting or selling the property, it will be made available to other households in need on a cascade basis looking next at adjoining parishes and then to need in the wider district in accordance with the normal lettings policy for affordable housing. To ensure that this is achieved the Council will seek to negotiate appropriate agreements with the Registered Social Landlord implementing an affordable housing scheme on a rural exception site.

This is at variance with normal 'choice based lettings' where allocation of residency is district wide and a matter for the district Council and the RP.

Proposed layout



Proposed Elevations



Proposed Outline Programme

2016

August Submit pre application

2017

Feb Meet Parish Council

March Attend design Review panel

March Formal Public Consultation

March Submit formal planning application

Summary

We are formally presenting to the Parish Council on 27th February and the development consortium will be represented by:

Azhar Ahmed, Cross Keys Homes, Registered Provider

Darren Heffer, Saunders Boston, Architects

Matthew Carter, Kingswater Lindum, Developer



At the Heart of Change

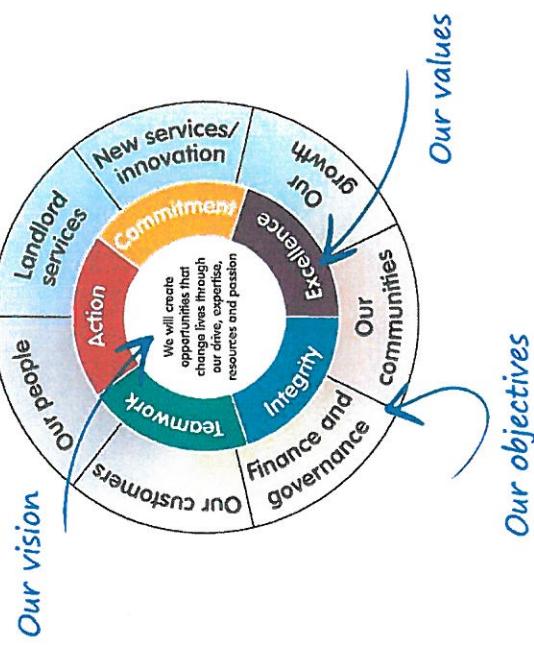
A to Z of our year

Annual Report 2015/16

Contents

Corporate circle:

A to Z of our year	3
At the Heart of Change	3
Balancing our books	4
Customer feedback	5
Development	6
Empowerment	8
Foundations	9
Governance structure	10
Home repairs service	11
Independent living	12
Joint ventures	13
KPIs	14
Letting our homes	16
Making a lasting difference	17
Neighbourhoods	18
Opportunities to change lives	19
Place-shapers	20
Quality services	20
Rents	21
Social responsibility	21
Team	22
Underpinning success	24
Value for money	25
Welche reform	26
Xi years and counting	28
You	29
Zest for CKH	30



At the Heart of Change

I really enjoy this time of year when I get to write my message in the Annual Report, as it gives me a chance to pause and look back over the past year and see the amazing difference we make to people's lives and the communities they live in. It's wonderful to see the enthusiasm and energy of the CKH team, who never let anything stand in their way. They always strive to be the best by seeing the positives in every challenge.

We are in a strong place, as this A-Z Annual Report will demonstrate. Cross Keys Homes is delivering many added value services along with our core business purpose and I am confident that we are well prepared for the journey we are on. We truly are in it for the long run, here to help those people who need us most. I hope you enjoy reading this report.

Change our .

Claire Higgins,
Chief Executive



Customer feedback

We are always grateful for feedback. Good or bad, we want to know so that we can put things right.

Over the course of the year, we received 196 compliments recognising the helpfulness of our employees or the services that we provide. We also received 175 requests for service, grouped into four main types:

Quality of works	16
Service failure	123
Policy issues	20
Attitudes of employees	16

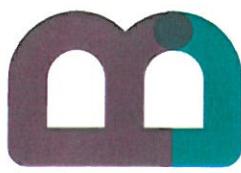
136 were responded to within the five working days target. 39 requests failed to meet this target. Five remained open as of 31 March 2016. We issued £1,28 of compensation over the year.

There was one formal complaint that reached stage 1 of our complaints process. The complaint was upheld without compensation.



Balancing our books

How we spend each pound:



* Restricted to new accounting standards

Development

We want to make sure that great, affordable homes are available to even more people. Therefore, we're building more homes to help tackle the housing crisis.

We invested over £23 million to develop new homes during the course of the year.

We achieved over 98% new build satisfaction levels.

We're also working on large developments in Godmanchester, Bedford, Higham Ferrers, and Oundle, as well as continuing to build in Peterborough.

Back in 2014 we issued the sector's first ever green bond deal and most of the £150 million raised has been put towards our new build programme along with the £13 million allocation from the Homes and Communities Agency.

Out of the 108 new homes built, 45 were for Shared Ownership and 63 were for affordable rent.



Empowerment

Our award winning Residents Board is our unique way of putting residents at the heart of our business, giving them real accountability for our consumer standards.

The Residents Board went live in April 2015 with the purpose of scrutinising performance, identifying areas for improvement, and influencing future delivery.

It has strategic control of a £10 million budget to direct the money where residents' priorities lie.

A message from our Residents' Board Chair, Rachel Blakemore:

I have always been a firm believer in listening to others, and thanks to this fantastic opportunity I am able to help support CKH to get it right on behalf of all their residents.



Rachel Blakemore

Particularly in these difficult times for the sector, when services have to be changed, pared back or in some cases cut altogether, it is essential that the voice of the tenant is heard clearly to ensure the commercial needs of the business are balanced against customer needs.

I genuinely believe our Residents' Board are leading the way in making sure this happens, and this should be a blueprint for governance across the sector.

Since taking up my post in January I have worked very hard to listen to everyone's feedback and improve services. We want to make a real difference to residents' lives.

There are so many ways to get involved in our work - and it doesn't have to mean coming to a meeting. To find out how to get involved with CKH please see our website or get in touch: 01733 396404.

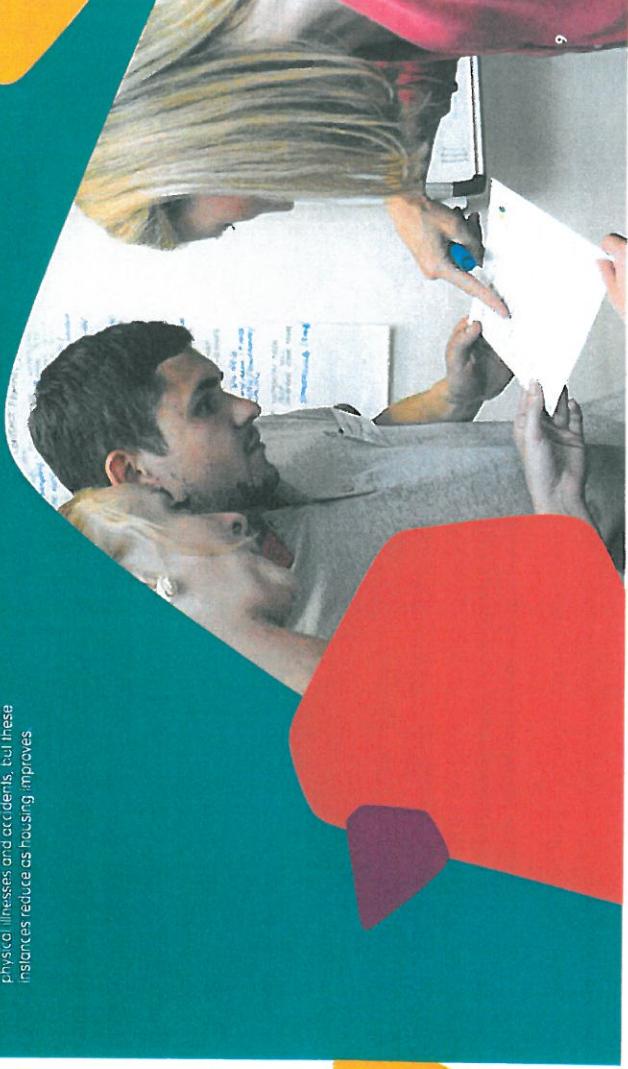
Our overall customer satisfaction rating from the Institute of Customer Service was **73.4 (out of 100)**. This compares well to the overall UK Customer Satisfaction Index of **76**.

Foundations

Good housing is the foundation of a good society.

Not only does good housing allow people to feel safe and secure and improves mental and physical health, it also gives children the opportunity to flourish and develop to their full potential.

Good quality homes are healthy homes, and the result is healthier tenants. This leads to a reduction of pressure on the NHS. Poor quality housing increases mental and physical illnesses and accidents, and instances of reduced housing improves

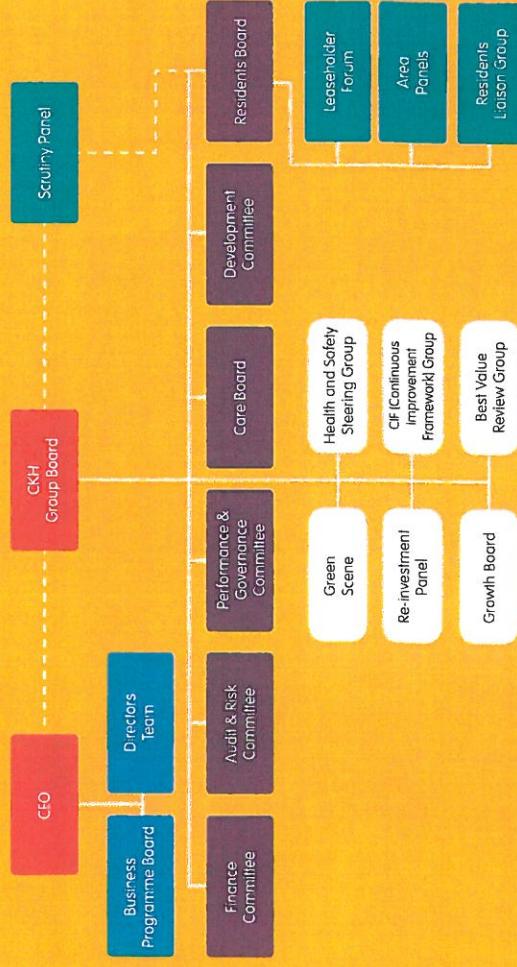


We hold an annual membership with Tops - England's leading tenant engagement experts

Governance structure

We maintain and support a number of groups to ensure that we move in the right direction in the right direction.

Thanks to residents support, these groups help bridge the gap between the work carried out on the ground and the decisions made at Group Board level.



Home repairs service

We completed **36,932** repairs throughout the year with **96.38%** of repairs completed on the first visit.

	2012/13	2013/14	2014/15	2015/16	Our target
Emergency repairs completed on time (within 24 hours)	100%	99.17%	99.5%	100%	100%
Urgent repairs completed on time (within 7 days)	99.85%	99.59%	99.66%	99.81%	99.21%
Routine repairs completed on time (within 28 days)	97.90%	99.15%	99.62%	99.69%	99.5%
Appointments made and kept	99.05%	99.24%	99.84%	96.07%	99.5%
Satisfaction with completed repairs	92.5%	99.17%	99%	99.49%	97%

1,746 electrical safety tests were completed.
100% gas safety checks were completed.

Our average SAP rating improved again this year to **83.05** for general needs and **85.25** for Sheltered Housing. This is the Government's recommended system of determining how energy efficient our homes are.



Independent living

We are Peterborough's largest providers of independent living solutions, offering services that change with our clients' needs.

Our Lifeline alarm supports 14,287 people to live in their own home, safe in the knowledge that help is just a touch of a button away. Our community care service is expanding and now supports 147 clients in their own homes. The services our Care Team provide range from personal care, gelling people out of bed, washed and dressed, to shopping, cleaning and helping to support people to attend appointments and social occasions.

During this year our Kingfisher Court extra care scheme was officially opened by Gillian Beasley Chief Executive of Peterborough City Council in a ceremony also attended by Angus Kennedy our Chair, the Mayor of Peterborough and local councillors. Our Catering team from Kingfisher's Restaurant has won the Eastern Region award in the Great British Care Awards in the category of Raising People First! This fantastic achievement recognises the supportive and friendly atmosphere created by our team here. Buoyed by the success of

Kingfisher Court, work has started on building Court, which is our second extra care scheme located in Orion Armories. This will offer a further 54 apartments and is due to open in Spring 2017.

This year, Cross Keys Care teamed up with Peterborough City Council (PCC), on two projects. We now offer six apartments at Kingfisher Court for 'short' periods for the reablement of people leaving hospital. This enables them to settle into living at home, with the extra support they may need with the transition. We are also running a trial service with PCC to extend the use of our Lifeline alarm and additional telecare equipment to support traditional social care.

The project has been a great success,

installing Lifeline and additional assistive

technology / telecare equipment into 232

homes as specified by social and health

professionals from PCC. This means 232 more

people have enjoyed increased independence,

and at least 232 more families are benefiting

from peace of mind.

409,732 calls came through to our Lifeline Control Centre during the year.



Joint ventures

We have been working hard to develop new opportunities and establish long term working relationships to help us sustain a viable future and replace the rent lost following the 1% rent decrease, which takes effect from April 2016 for four years.

These joint ventures are all about providing good-quality homes in fantastic neighbourhoods whilst generating new income to re-invest in our core service and homes.

We are currently working on a number of joint venture initiatives that will help to bring in new income streams including one with a private developer and another with Peterborough City Council.



KPIs

Overall results for 2015/16 against our Key Performance Indicators show 20 out of 25 KPIs (18 out of 25 2014/15) as meeting or exceeding the upper quartile target and two showing as outside of upper quartile, but within an agreed tolerance level.

Whilst CKT's overall performance continues to be lower than the upper quartile performers we have nonetheless made good progress. We have reduced the gap between our performance and upper quartile from 1.56% in 2014/15 to 0.51% in 2015/16.

The appointments kept as a percentage of appointments made, moved from green to red over the year. The process received considerable attention over the second half of the year, with a review of the use of landlord devices. Over the final quarter, the achievement was 99.6%.

Indicator/Performance	Target	Actual	% of target	% of target turn
% of tenants satisfied with repairs & maintenance	86.63%	86.63%	83.78%	99.49%
% of dwellings with a valid gas safety certificate	99.99%	100%	100%	100%
% of emergency repairs completed within target time	99.72%	99.95%	99.75%	100%
% of urgent repairs completed within target time	99.59%	99.66%	99.10%	99.65%
% of routine repairs completed within target	99.24%	99.56%	99.50%	97.69%
Appointments kept as a % of appointments made	99.24%	99.8%	99.30%	96.07%
Average energy efficiency rating of dwellings (SAP 2009)	75.1	81.28	72	83.3
% of homes failing to meet Decent Homes Standard	0.0%	0.0%	0.0%	0.0%
% of dwellings vacant and available to let - GN & HOP	0.12%	0.11%	0.33%	0.10%
Average re-let time (calendar days) - GN & HOP	16.45	16.63	20.82	16.47
Complaints closed stage 1, 2 and 3	100%	100%	100%	100%
Weighted average cost of capital	3.26%	3.8%	3.85%	4.06%
Average working days lost due to sickness absence	6.08	9.53	6.8	6.69
% of new build satisfaction	95.35%	98.28%	95%	98.28%
Satisfaction with the services provided by CKH	50.20%	90.20%	89%	90.20%
Tenants' satisfaction that their views are being taken into account	77.70%	77.70%	73.70%	77.70%
% of rent lost through dwellings being vacant - GN only	0.51%	0.48%	0.71%	0.45%
% of dwellings then are vacant and available to let - GN only	0.1%	0.08%	0.30%	0.0%
Average re-let time (calendar days) - GN only	16.34	15.67	20	16.18
Current tenant arrears (excluding HEB) GN & HOP	4.52%	3.24%	1.97%	2.31%
Net current arrears	2.42%	2.25%	1.46%	1.85%
Former tenant arrears	11.3%	10.0%	0.63%	0.74%
% of sheltered properties vacant/available	0.26%	0.33%	0.33%	0.26%
Sheltered re-let time	18.04	20.46	19	19.56
% of shared ownership satisfaction - Intermediate tenure	95.65%	88.00%	85.00%	97.92%

Letting our homes

We let 755 homes during the course of the year – an average of just over 14 a week. We also let nine market rented properties.

We visited 97% of residents within six weeks of moving in, to help explain their tenancy in more detail. 89% of these residents

vate within the first three weeks. We also increased the frequency of our visits to within three weeks, between 12-16 weeks and then every six months.

We also have 72 shops that continue to benefit from low void levels with all currently let.

We took on average **16.47 days** to re-let one of our homes when it became vacant.

76% of our homes were accepted by the first applicant.

19.8% of our homes were let to black and minority ethnic residents.

Making a lasting difference

Fuel poverty is an ongoing problem, and with rising fuel costs it seemed unlikely to go away.

So to help address this issue and make a lasting difference we embarked on the biggest partnership of its kind by installing free solar panels to suitable homes. This was the largest single domestic solar panels installation scheme for social housing in the country.

Around 60% of our homes were suitable for the free solar panel scheme and an

*Currently households could save a maximum of £404 per annum or £202 per annum assuming 50% consumption.

overwhelming 90% of residents took advantage of having these installed.

Thanks to this initiative, 5,403 rented homes had solar panels installed providing over £16.5 million of capital investment and 50 local jobs. The scheme has helped to generate savings of over £1.8 million* for residents with 13Mw of energy saved equating to just over 9,400 tonnes of CO₂ each year. This is more of a saving produced than some large solar farms in the country.

Neighbourhoods

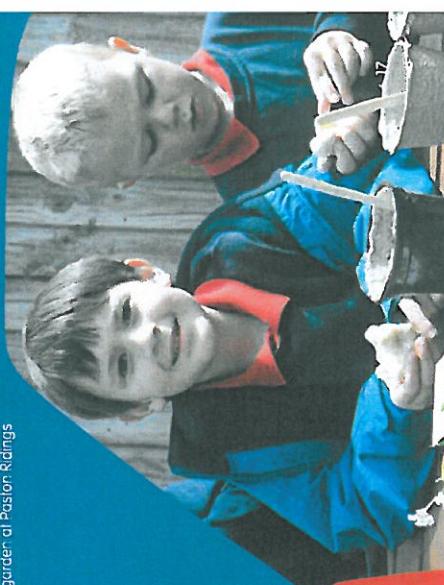
We are committed to making our neighbourhoods a vibrant place for residents to live.

To enable this to happen we set up four resident-led Area Panels back in 2005. Each panel had an annual budget of £100,000 to spend on neighbourhood projects to help improve the local area and deliver environmental improvements. The Area Panels make many available long term differences. For each of our Area Panels, the representatives steer our work using our "neighbourhood strategy and census information to deliver various estate improvements. To date 305 projects have been completed in the city, with 45 projects completed in the last year alone. This year also saw our Western Area Panel celebrate the completion of their 100th project!

Since the Area Panels were formed, more than £3 million has been invested in improving local communities and people's quality of life.

Flagship projects have included the creation of Peacock Park in Orton; the new Green Gym in Westwood; environmental improvement works in Posion, and underground storage bins in Park Lane. Facilities at Orton now worthy projects have been environmental improvement projects at Crown Street, New England, Tyedale (Brenton), Park Close (Thorney) and a smaller project at Whynches (Orton).

Area Panels have also supported young people's projects in schools and charitable organisations across the city including Little Miracles at Lamplight, an incredible Edible project at the Fulbridge Academy, and a memory garden at Posion Ridings Primary School.



Opportunities to change lives

We are here to help support our residents: whether they need help finding work, a better place to live, or a hand to hold when times are tough.

We offer many free courses and events from boosting self-esteem to assisting those struggling to find work. Thanks to this support, we were able to help 154 adults during the course of the year get back into work, and a further 287 sign up to free courses focusing on moving back into employment. Our weekly Work Clubs are always popular providing a relaxed and friendly atmosphere whilst helping residents with their search for employment. Over the year, 198 new customers joined one of these clubs and between them attended 952 times.

Together we help to change lives for the better and create opportunities that otherwise would not exist! We give support to individuals whilst helping to reduce dependency on welfare benefits. Our employment work alone has generated £1.2 million of social value invested back into the communities we serve.

A total of **457** customers signed up for our various free courses and training opportunities.

We invested **£620,000** with partners, local projects and groups to help bring communities closer together.

We were able to secure over **£150,000** of grant funding.



PlaceShapers

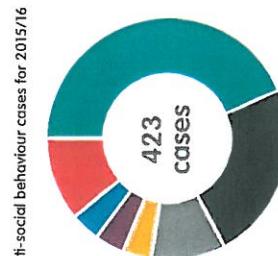
PlaceShapers is a national network of more than 100 community based housing associations of which we are proud to be a member. Together PlaceShapers' members own and manage more than 805,000 homes and provide services to more than two million people.

Quality services

We are committed to providing quality services that residents value.

Our Anti-social behaviour service ensures that our communities remain safe, as well as restoring peace and quiet in neighbourhoods.

During the year, we also set up a Specialist Intervention team to offer extra help to some of Peterborough's most vulnerable people. Thanks to this new service, the team managed 423 cases, including families and individuals, with an 83% success rate in helping people to turn their lives around and achieve their desired outcomes.



Anti-social behaviour - 2015/16

Type of Abuse	Percentage
Noise	43%
Verbal abuse	24%
Drugs	10%
Domestic abuse	4%
Halt crime	4%
Violence	1%

100% of victims of
domestic abuse or hate
crime were contacted
within **24 hours**.

The service received
95.71%
satisfaction

 PlaceShapers
Building Homes and Lives

Inside Housing describes the network as 'one of the most high profile lobbying bodies in the sector'. PlaceShapers' members are committed to local focus and work in depth with partners at a local level to achieve real improvements with lasting impact. Our CEO, Declan Higgins, now sits on the PlaceShapers' board

98% of cases
dealt with were
resolved

- Beyond our statutory landlord duties, we contribute to the whole community of Peterborough in many different ways
- We are a provider of independent living, assisting people to live in their own homes, with or without an after-care community care service and sheltered and executive housing
- We support community facilities, such as the Westwood Hub and a local radio studio, the Honeyhill junior green gym and Peanut Park in Orton
- We continue with our programme of pre-apprenticeships, with 53% of all participants moving into employment, education or training

- We provide tenancy support and welfare advice.
- We offer learning courses and employment support to assist people into work and to claim of benefits.
- We commit to reducing our impact on the environment – our carbon footprint for our offices reduced by 12.5% over the year and the SAP rating for our homes continues to improve.
- including 23 young people moving into apprenticeship.
- We gained funding to employ and manage a Hate Crime Officer reflecting our lead role in the development of cohesive communities in Peterborough.
- We worked with 317 young people and achieved entry into education, employment or training for 146 at an average cost per outcome of £330.

Social responsibility

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- including 23 young people moving into apprenticeship.
- We gained funding to employ and manage a Hate Crime Officer reflecting our lead role in the development of cohesive communities in Peterborough.
- We worked with 317 young people and achieved entry into education, employment or training for 146 at an average cost per outcome of £330.

Rents

The average weekly rent for a general needs home was:	£64.11
Bedsit	£64.75
1 Bedroom	£73.96

Bedsit	£64.75	£64.11
1 bedroom	£73.96	£78.82
2 bedroom	£87.10	£90.15
3 bedroom	£92.93	£98.53
4 bedroom	£98.92	£80.90
5 bedroom	£99.52	
6 Bedroom	£113.77	£84.10
Average weekly rent of:		£88.66



Team

There's no 'I' in team.

The difference between success and failure is a great team and thanks to our committed workforce, who are all working towards the same goal, we are able to make such a positive difference to so many people's lives. We are all in it together and determined to help those people who need us most. We have over 300 employees and each and everyone plays a vital role in our success. Together we create opportunities for change every - each and every day.

- We are also a key community player supporting many community groups, as well as leading or sitting on various decision-making bodies. These include:
- Peterborough Chamber of Commerce
 - Peterborough Environmental City Trust (PECT) - PECT promote environmental activities across Peterborough and we work with them on a number of environmental initiatives
 - Safer Peterborough Partnership – a multi-agency group across Peterborough who work on reducing crime and anti-social behaviour
 - Cambridgeshire's Domestic Abuse Steering Group
- In addition, we sit on various housing groups including development groups and the National Housing Federation's member groups
- Peterborough Business Club

Value for money

We are committed to delivering best value in all we do whilst providing excellent levels of customer service in the most efficient and effective way.

Underpinning success

Our recent achievements include:

Tenant Victoria Brennan was shortlisted in the Resolve A3B awards 2015. Tenant and Community Involvement category.

Shortlisted in the Community Impact Awards 2015 Greener Living Category for our solar panel installation.

Winner of the Eastern Region Great British Care Award 2015, Putting People First! category, which was awarded to our Kingfisher Court extra care scheme.

Winner of the Central Region Ipsos Award 2016 for Tenant Scrutiny for our ground-breaking Residents Board.

Our Kingfisher Court extra care scheme was shortlisted for the Housing Innovation Awards 2015 for 'Most Innovative Supported / Shared-led Housing Scheme'.

Winner of a Green Apple Gold Award 2015 for our environmental achievements.

Winner of the 24 Housing Awards 2015 Best Green Scheme for our Solar Panel project, bringing free electricity to over 5,000 households and saving over 9,400 tonnes of CO₂ each year.

Highly commended in 24 Housing Awards 2015 Best Apprenticeship Scheme for our pre-apprenticeship scheme, committed to getting young people into work.

Winner of a Zero Waste Bronze Award 2015 for our commitment to recycling.

A key success for CKH over the last 12 months has been our ability to respond positively to the challenges of reduced rents and maintain our strategic direction - albeit with some reduction in development. We make the best use of our scarce resources by investing in maintaining and improving existing homes, developing new homes and investing in our communities through the delivery of community related services that provide real social value and return.

	2013/14 £5,000,000	2014/15 £5,000,000	2015/16 £5,000,000
Service costs			
Maintenance costs from capital	3,603	3,603	3,626
Management costs	12,126	12,126	11,978
Bad debts	9,782	9,782	9,390
Depreciation of housing properties	297	297	368
Operating costs relating to social house lettings	9,505	9,505	9,812
Operating surplus from social house lettings	35,293	35,293	35,374
Operating surplus from social house lettings	15,014	15,014	11,769
Units owned and managed			
Service cost per social housing unit	£345.48	£345.48	£370.81
Maintenance costs per social housing unit	£1,162.72	£1,162.72	£1,160.88
Management cost per social housing unit	£936.04	£910.06	£910.06
Operating cost per social housing unit (excludes depreciation)	£2,472.72	£2,472.72	£2,477.42
Operating surplus per social housing unit	£1,439.64	£1,439.64	£1,140.63

* 2014/15 Figures restated

Please see our Value for money statement for more detailed information, which is available on our website.



Welfare reform

We actively deliver positive interventions in support of those effected by welfare reforms and Universal Credit to either improved income, employment and tenancy sustainment prospects.

At the end of March 2016, the Bedroom Tax had affected 597 households and we had 43 Universal Credit claimants

By working closely with residents in need of advice and support we reduced the level of arrears during the year from **2.25%** to **1.85%** and our net arrears decreased from **£1,007,836** to **£878,185**.
The number of residents in arrears also reduced from **3,087** to **2,986**.

We supported over **100** residents thanks to PECT's Healthy Homes and Warm Homes projects helping residents out of fuel poverty.



Over **270** referrals were made to Stepchange debt charity during the year to help residents who have money worries.

392 residents now hold an active Credit Union account and we continue to refer residents to their local Credit Union.

XI years and counting

In October 2004 we created CKH. In just eleven years we have achieved many things.

We have brought all of our homes up to the Decent Homes standard, and we continue with a cycle of improvements to ensure we do all we can to make our homes safe, comfortable and fuel-efficient! We are continuing to seek innovative approaches to improving our housing stock for tenants, such as our solar panel project.

We will continue to look at our services and the way we deliver them to ensure they meet our customers' needs while providing the best value for money possible. New services, like our Care service, will continue to be devised to complement our existing services.

Getting people into work and ending the cycle of dependence on benefits continues to be a priority – for people of all ages. From our pre-apprenticeship programme, which helps

young people towards making the first steps of their career, to developing support for older people to retrain and gain the skills needed in an ever-changing workplace.

We are also looking at ways to equip

individuals with vital skills for life.

And of course, we are building for the future. In eleven years, we have built over 1,400 new homes, but we aim to build even more – another 1,500 by 2021. These homes will be for people of all ages - starter homes, family homes and retirement homes.

Rest assured, we will never stop working for our tenants, stakeholders and customers. We will continually seek new, creative, innovative and efficient ways to work now and for the future.

To ensure we understand the needs of our residents we completed a census survey of over 8,500 homes between 2009-2012 and each year we refresh this by 20% alongside all new lets.

Thanks to this detailed work carried out by the Neighbourhood team, we saw the need to establish relevant training courses and work programmes to help improve residents' employability. This has helped to maintain the work percentage among our residents during the recent recession.

The data also provides a good insight into the age groups of our tenants with over 39% aged over 55. Over the course of the refresh, we

have also seen a steady increase in younger residents taking on tenancies with us. This has helped to inform our strategy and development programmes and create a support package specifically for 16-24 year olds, which has helped the young adults during the course of the year with their housing situation. On top of this and through the insight of our employees, we also saw the need to set up a Specialist Intervention team, which now works closely with those who need extra help and support.

CROSS KEYS HOMES – Creating opportunities. Changing lives.

Zest for CKH

A message from our Group Board Chair,
Angus Kennedy.

The world as we know it is changing and over the last year, we have faced so many challenges. Yet it is with great pride that even with all the ongoing speculation and uncertainty, we have been able to make a remarkable difference.

We are determined to make a lasting positive difference for generations to come, and I hope this Annual Report demonstrates how we never rest on our laurels. We will always seek the most innovative and efficient solutions to the challenges we face in this ever-changing world. This approach shapes all our decisions, from our key business strategies to the life changing decisions our employees make

every day. We will continue to get it right for our customers, employees and partners. With the continuing housing crisis, welfare reform and increasing pressure on people's incomes, we are constantly reviewing our services to ensure they continue to meet the changing needs of our communities. The political landscape is changing fast and the future shows no signs of slowing down. All of this means we have to be able to react quickly. Throughout the business, the focus for the coming years will be to deliver our great services in the most efficient and effective way possible.

Cross Keys Homes is and will continue to be a fantastic commercial business with a social heart. We are growing at an unprecedented rate, developing more homes than ever before, moving into new areas and building new communities. These are exciting times and I am very proud to be part of such a committed team of employee, involved residents and partners.

Angus

Angus Kennedy, Group Board Chair

We always appreciate your comments and feedback, please send these in to:
communications@crosskeyshomes.co.uk



Thank you to all our tenants and employees featured in this report.

Get in touch

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More information can be found in our Corporate Plan, Value for Money Statement and Financial Statement, all available on our website.

