



Cornwall Rural Housing Association



ANNUAL REPORT 2016

INTRODUCTION

Welcome to CRHA's Annual Report for 2016.

In this report you will find:

- information about our performance during 2015/2016
- comparisons with the performance of other similar organisations
- an Executive Summary of the Tenants Satisfaction Survey carried out during 2016.

I hope you find the Annual Report interesting. If you would like to discuss anything in the Report, please feel free to write, email (peter@crha.org.uk) or telephone on 01208 892000.

With best wishes

Peter Moore
Chief Executive

CHAIR'S REPORT

For the year ended 31st March 2016

Introduction

Like all housing associations Cornwall Rural Housing Association is facing significant challenges to its role and aspirations from changes in government policy. Despite this the Association has succeeded in completing 2 further homes on the Isles of Scilly, 25 homes at The Lizard and has been successful in obtaining grant funding to assist with the development of 8 homes for rent at Poundstock.

New Developments

The new homes at the Triangle, The Lizard, were the outcome of working with Landewednack Parish Council which used its land to help the Association provide locally needed housing. The project has resulted in a mix of affordable rented and shared ownership homes, and has demonstrated that CRHA can adapt successfully to significant changes in circumstances, and stay as true as possible to its essential objective of providing housing in rural communities which is affordable by local people.

Community Land Trusts (CLTs) and local councils

CRHA continues to support the work of local community land trusts, for example through housing management agreements, and will actively consider future opportunities for working in partnership with CLTs and local councils to provide affordable rural housing.

Finance

CRHA has had another successful year financially and we can report a surplus for the year of £215,800 The Association has a strong balance sheet showing reserves of £1,814,919.

The Association continues to deliver an excellent service to our tenants with consistently high levels of tenant satisfaction.

Governance and Staff

Sadly, Graham Facks-Martin, died in September 2015, just before the end of his term of office as Chair and Board member. He has been greatly missed and we are very appreciative of the knowledge and commitment he brought to the Association over so many years. We have welcomed new Board members during the year and continue to review our skills and effectiveness.

We are also very grateful for the commitment and expertise of our Chief Executive and other members of staff.

Offices

It has been decided to move from our office base at Dreason Barns to new and larger offices at Callywith Gate, Bodmin. The move will allow for much improved broadband access and so enable easier working and further improvements in our operation.

The Future

This is a period of great change in the affordable housing sector. The emphasis in government policy on housing to buy, with a consequent lack of grant support for homes to rent, reforms to welfare benefits and changes in the regulatory environment are ongoing challenges. The impact of 'right to buy' legislation has yet to be fully understood. However, we have adjusted our financial projections, and are developing new strategies, in light of national changes and I firmly believe that the Association has the financial stability and management expertise to maintain its role and purpose through these challenges. We will continue to seek to provide high quality housing in rural settlements that is genuinely affordable. We will continue to aim to maintain and improve our existing homes to a high standard and to continue to provide a high standard of housing management.

Conclusion

We have had a very successful year and we remain ready to take up new opportunities as they arise so that we can continue to meet the needs of the communities we serve.

Katherine Uren
Chair

OUR SERVICE STANDARDS

CRHA continues to meet the standards expected of a registered provider by:

- Setting rents that are affordable, and only increasing (or decreasing) rents annually in line with regulatory rules
- Allocating all homes according to its published Lettings Policy
- Letting its homes using assured tenancies, except in specified circumstances
- Minimising the number of its properties that are empty
- Maintaining a 24 hour responsive repairs service, with target times for action which reflect the urgency of the repair need
- Undertaking a stock improvement programme on our own properties each year
- Visiting all of our homes at least four times a year to maintain a personal face-to-face service, to ensure that communal areas and gardens are properly maintained and to identify any problems that need to be addressed
- Responding actively to protect our tenants against anti-social behaviour, and taking strong action against perpetrators
- Addressing any complaints as quickly as practicable in accordance with our published Complaints Policy
- Being open to working with other social housing organisations on local initiatives, where this can benefit our tenants

We recognise that there is always room for improvement, and we welcome the involvement of our residents in helping us to improve our performance.

VALUE FOR MONEY STATEMENT

1. What Value for Money means to us

Cornwall Rural Housing Association (CRHA) exists to help sustain rural communities throughout Cornwall and on the Isles of Scilly. We do this by providing good quality new homes to meet housing needs and by managing and maintaining those homes to a high standard. We also aim to help local communities identify and provide their own solutions to the needs of their areas. Our focus is on providing the best quality within the resources that are available.

CRHA aims to be a socially responsible business delivering quality homes and providing quality services. We will seek to actively engage with the communities in which we work to produce solutions which act for the long term benefit of those communities. Although the direct provision of new homes has been (and will remain) a central part of our work, CRHA has also been at the forefront of helping communities develop their own solutions. We intend to build on and develop that work.

For CRHA, achieving value for money is about making a bigger difference by delivering the best quality homes and by providing the best support to communities we possibly can with the resources available. We will do this mindful of the legitimate and sometimes competing interests of our key stakeholders: tenants, local communities, local partner organisations, taxpayers and funders.

2. Our strategic approach to value for money and use of resources

Our Value for Money Strategy may be summarised as:

- Being clear about what we do – our purpose, objectives and the value we produce.
- Recognising how the needs and aspirations of our stakeholders influences what we do.
- Recognising how the local and national context influences what we do.
- Doing the right things, with a business plan which focuses resources on the right activities by making informed choices to achieve our corporate priorities.
- Doing things right, to ensure efficient and effective delivery.
- Ensuring that we have the right physical and human assets for the right cost.
- Checking that we have delivered the right outcomes.
- Making a surplus for reinvestment in our social objectives.

3. CRHA's approach to value for money

CRHA's approach to the delivery of value for money is embedded in how we approach our daily work. CRHA's Board of Management takes the lead on our approach to value for money by holding the executive team to account for performance.

CRHA was established at a time when the requirement to raise private finance to provide social housing was being introduced. CRHA has therefore operated and grown without the benefit of a legacy of housing stock developed under the more favourable grant regimes that were in place up to the late 1980's. CRHA has also achieved growth without the benefit of acquiring homes by way of stock transfer from local authorities. The need to maximise value for money has therefore long been central to CRHA's operations and remains a key part of our organisational culture.

It was this culture that led CRHA to help establish a benchmarking club of smaller housing associations operating across the South West of England, which we use to compare our performance to other similar organisations and identify ways we can improve the way we deliver our services.

We plan to report our achievements and plans using this annual self-assessment and also in reports or newsletters to residents.

4. What we have achieved over the twelve months to 31st March 2016

Value for money is about making a bigger difference by delivering the best quality homes and services we possibly can with the resources available. We do this by delivering value through our assets and operations.

4.1 Financial return on assets

CRHA aims to invest in the right properties, to the right standard, in the right places, for the right costs, for the right return.

CRHA's assets are its stock of 320 new build homes for rent, all constructed since 1988. From 2016/2017 16 homes for shared ownership will be added to those assets. The financial return on these assets is generated primarily from the rental income less the costs of managing and maintaining the property and the interest costs from the loans used to develop the homes.

Any surplus generated by CRHA is re-invested to maintain existing stock and to generate new returns through social housing or new income streams.

CRHA has been seeking to increase its financial returns in the following ways:

i) Increasing the numbers of stock in management

The development or acquisition of new housing stock can make better use of existing fixed cost overheads. However, the increasing cost of developing new housing together with the continuing reductions in public subsidy makes this ever more challenging.

Despite these challenges, CRHA has:

- completed 25 homes at The Lizard;
- completed the conversion of derelict sheds to provide 2 homes for rent at Well Cross on St Mary's, Isles of Scilly;
- secured grant funding to allow 16 discounted sale homes to be sold as shared ownership
- secured grant funding to commence the construction of 8 homes at Poundstock.

ii) Improving the quality of our homes

CRHA aims to provide value for its residents by investing in our homes to make them more comfortable and affordable. We also aim to provide value by minimising and reducing the environmental impact of our homes.

The works we carried out during 2015/2016 included:

- replacement of kitchens in 16 homes
- replacement of 11 central heating boilers
- replacement of 2 bathrooms

iii) By providing services

CRHA has provided services and support to many of the community land trusts established in Cornwall following CRHA's successful Cornwall Community Land Trust Project.

We were pleased to be invited to provide St Goran Community Land Trust with housing management services and we are delighted to be able to provide services and support to such an inspiring example of a community coming together to achieve something for the common good.

CRHA will continue to explore the feasibility of providing management and other services to the local community land trusts and we will respond positively to requests from new or existing community based groups for advice and support.

We recognise that this may involve additional investment in staffing and other resources, but the aim will be to derive value both from the addition of new income streams but also from enabling and facilitating community-led and/or community-based development.

4.2 Social Return on Investment

The value generated by the CRHA's activities is much wider than just financial returns. Our activities also generate social and environmental returns. We have participated in a project with other members of the Rural Housing Alliance to investigate how the social return on our investment in housing and communities can be more comprehensively and consistently captured and reported, but for the time being we can report on the following social and environmental returns during the year ended 31st March 2016.

4.3 Social return from the provision of housing

For the year ended 31st March 2016 we were providing homes to around 465 adults and their dependants (estimated to be a total of over 725 individuals) in our 320 homes.

As well as generating an economic return for the Association, the provision of affordable housing generates social returns in the form of outcomes for residents, the local community and the country as a whole.

Other organisations have identified the following as common positive outcomes for residents from the provision of a secure, affordable home:

- Independence
- Increased confidence
- More privacy
- Autonomy and control
- A sense of safety
- Psychological well-being
- Improved relationships
- Greater sense of community and belonging
- Reduction in need for other services, such the NHS
- Increased chance of employment

The provision of new homes also provides work for those involved in developing the properties and providing services to those properties over their life.

There are also outcomes for the local community around each home. New homes can help sustain or revitalise an area, local businesses benefit from the trade from residents and local schools can benefit from additional pupils.

4.4 Environmental returns

CRHA has installed renewable and other technologies in its homes in order to reduce its impact on the environment and reduce running costs for residents. The following table shows what is installed in our existing stock:

	No.	% of stock
Homes with ground source heat pumps	61	19%
Homes with solar water heating	22	7%
Homes with rainwater harvesting	20	6%
Homes with solar PV panels	42	13%

During the year ended 31st March 2016 CRHA received income of £23,718.37 from the photovoltaic panels installed on 21 homes at Delabole and £1,891.11 for installations on 6 homes at Grampound. The "export tariff" (latest available figure is £987.51) was passed on to the residents of those properties, who also benefited from reduced energy costs.

CRHA also carried out the following works during the year:

Older gas boilers replaced by more efficient ones	8
Older oil boilers replaced by more efficient ones	3

CRHA will be seeking to establish methods of capturing, recording and reporting how its activities help to reduce its impact on the environment, e.g. by how much its carbon emissions have decreased. However, the key driver will remain how best to reduce the running costs of the properties for the residents.

4.5 Costs of delivering services

CRHA benchmarks the cost of providing our services with 11 other smaller housing associations in the SW of England, known as the South West Benchmarking Group (SWBM).

CRHA is unique among English housing associations in having homes dispersed across 31 villages and 4 islands. The following table illustrates that, despite the dispersed nature of its housing stock, CRHA's operating costs are below the average for the SWBM group.

Measure	SWBM average	CRHA 2015/16
Weekly management cost per property	£19.12	£13.08
Weekly operating cost per property	£71.71	£65.88
Weekly routine maintenance cost per property	£6.64	£6.86
Operating costs as % of turnover	67.00%	56.83%

4.6 Performance

CRHA collects performance data which is reported quarterly to the Board of Management and on an annual basis to tenants. The following table shows a selection of key performance indicators as at 31st March 2016 along with a comparison to the SWBM average.

Measure	SWBM average	CRHA 2015/16
General needs rent arrears	1.68%	2.54%
Rent lost through voids	0.45%	0.40%
Average re-let time	23.00 days	26.53 days
Emergency repairs completed to target	100%	100%
Resident satisfaction with overall service	93.1%	97.0%

It is clear that the current economic situation is causing difficulties for many CRHA residents, a substantial number of whom are in relatively low-paid employment. This has led to an increase in the number of tenants experiencing difficulties in paying their rent regularly. CRHA's approach is to try and work with tenants who fall into arrears so that they maintain their tenancies and are not made homeless. Our aim is to maintain this approach while bringing the general arrears percentage figure more in to line with the SWBM average.

4.7 Treasury management

In the year ended 31st March 2016 CRHA paid interest totalling £406,731. This equates to an average interest rate over all borrowings of 3.48%. It is our intention to review our borrowings during 2016/2017 to identify scope for raising additional capital to provide more homes.

5. Improvement plans

It is our intention to develop our Value for Money strategy and set out our plans for improvement to maximise the value we deliver from our resources in future editions of this annual self-assessment.

5.1 Increasing returns through new business

We reported last year that CRHA had unexpectedly found itself in the position of having to dispose of the 9 discounted sale homes it had built at Menheniot direct to qualifying purchasers rather than via a community land trust as originally planned. Of those homes 3 were sold using a "discounted sale" model but funding was secured to allow the remaining 6 homes to be sold on a shared ownership basis. This will allow for a more flexible and affordable route into home ownership for those who could not afford to buy under the discounted sale model.

Of the 25 homes completed at The Lizard, 15 have been let as "affordable rent". Additional grant funding was secured to allow the remaining 10 homes to be sold by CRHA on a shared ownership basis.

CRHA's rental income stream was also increased by the addition of the 2 new homes provided by the conversion of derelict sheds at Well Cross Yard on St Mary's, Isles of Scilly.

CRHA has also secured funding to provide 8 affordable rent homes at Poundstock, with construction expected to commence during 2016/2017.

All of these new homes will deliver financial, social and environmental returns.

5.2 Increase commercial awareness in our staff

In order to improve business effectiveness we will aim to raise and embed commercial and social awareness throughout the organisation. We aim to get to a position where all employees are commercially and socially aware so that opportunities to recognise and develop new ways of working and deliver more value are not missed.

5.3 Establishing new ways of capturing CRHA's Social Return On Investment (SROI)

Building on our understanding of the many successful outcomes that result from the housing CRHA provides, we will improve the way in which we capture this information in order for us to demonstrate more effectively the difference that CRHA is making to people's lives and demonstrate the value for money our service delivers for individuals and the wider community.

We will assess the tools that are available for us to measure the impact of our investments and engage with the organisations with whom we work in order to share best practice and develop new structures for data collection. Part of this process has been to work with other members of the Rural Housing Alliance to establish common methods of data collection.

5.4 More effective working

We will continue to improve the efficiency and effectiveness of our processes. One of the key ways we plan to do this is to review the effectiveness and use of our existing software to ensure that it is being used to its most effective potential.

CRHA moved to new modern offices during the year. The new location secures CRHA's position for the long-term and the access to fibre broadband means that that the move will allow CRHA to make better use of developments in information and communication technologies to provide more effective services to residents.

5.5 Improving our performance

CRHA intends to review and set key performance indicator targets. Progress on this was limited during 2015/2016, partly due to an unexpected need to move offices. However, the fact of that office move has opened up new opportunities to improve performance by utilising factors such as improved access to broadband to review working practices.

6. Your views matter

We welcome feedback on this assessment. If you have any questions regarding anything in the assessment please direct them to Peter Moore, our Chief Executive, at peter@crha.org.uk

HOW WE ARE PERFORMING

This section provides information about how CRHA performed in the year ending March 2016.

The tables include a number of performance indicators showing CRHA's performance over the last year. To put these figures in context, we have also included CRHA's performance for the previous year (ending March 2015).

Where possible we have also included additional tables showing how our performance compares with other social housing providers. We have tried to compare our performance with smaller organisations working across the South West, as well as with smaller organisations working across England and also with larger housing providers.

SWBM

- stands for the South West Benchmarking group. This is a group of smaller housing providers operating in the South West, including CRHA, who work together to try and help improve each other's performance.

SPBM

- includes data from all of the members of SWBM plus data from smaller housing providers operating across England.

HouseMark

- is a national performance benchmarking service showing data for the larger housing providers operating across England.



The Triangle, The Lizard

CRHA Staff

Staff	2016	<i>2015</i>
Full-time	7	<i>7</i>
Part-time	0	<i>0</i>

Chief Executive: Peter Moore
Finance Officer: Marie Baker
Housing Officer: Angie Morrissey
Maintenance Officer: Dave Hall
Office Manager: Andrea Barrett
Clerical Officer: Jenny Hoskin
Clerical Officer: Beverley Brumstead

Housing in Cornwall & Isles of Scilly

Housing stock (for rent)	2016	<i>2015</i>
1 bedroom	13	<i>8</i>
2 bedrooms	140	<i>134</i>
3 bedrooms	159	<i>154</i>
4 bedrooms	8	<i>7</i>
Total	320	<i>303</i>

CRHA on the Isles of Scilly

Social Rent:

Size of homes	No.	Average weekly social rent March 2016	Average weekly social rent March 2015
Two bedroom bungalow	3	£114.72	£112.80
Two bedroom house	7	£115.05	£112.42
Three bedroom house	15	£127.87	£125.30
Total	25	£122.70	£120.27

Affordable Rent:

Size of homes	No.	Average weekly affordable rent March 2016	Average weekly affordable rent March 2015
One bedroom bungalow	1	£104.89	N/A
Two bedroom bungalow	1	£132.32	N/A
Total	2	£118.61	N/A

Total number of homes on the Isles of Scilly - 27

Number of lettings made on the Isles of Scilly during 2015/16 - 3

CRHA in Cornwall

Social Rent:

Size of homes	No.	Average weekly social rent March 2016	Average weekly social rent March 2015
One bedroom bungalow	2	£73.72	£72.13
One bedroom house (with study)	4	£88.34	£86.27
Two bedroom house	63	£96.95	£95.08
Two bedroom bungalow	40	£98.83	£96.87
Two bedroom flat	18	£94.18	£92.38
Three bedroom house	134	£110.50	£108.25
Three bedroom bungalow	1	£111.66	£109.26
Four bedroom house	7	£122.09	£119.46
Total	269	£104.20	£97.97

Affordable Rent:

Size of homes	No.	Average weekly affordable rent March 2016	Average weekly affordable rent March 2015
One bedroom house (with study)	6	£105.54	£96.92
Two bedroom house	8	£114.81	£106.15
Three bedroom house	9	£130.26	£120.00
Four bedroom house	1	£156.92	N/A
Total	24	£120.04	£110.25

Total number of homes in Cornwall - 293

Number of lettings in Cornwall during 2015/2016 - 18

Rents

Average weekly rents on assured tenancies	2016		2015	
	No.	Average weekly rent	No.	Average weekly rent
One bedroom	13	£95.30	8	£85.40
Two bedrooms	140	£99.69	134	£96.82
Three bedrooms	159	£113.27	154	£110.22
Four bedrooms	8	£126.45	7	£119.46

Average increase in assured rents	2015/2016	2014/2015
	2.97%	4.28%

Rents – Comparison

Average weekly rent	CRHA	SWBM	SPBM
All assured tenancies	£106.93	£101.54	£101.47
One bedroom	£83.47	£88.35	£77.97
Two bedrooms	£98.52	£99.56	£99.43
Three bedrooms	£112.25	£112.34	£97.90
Four bedrooms	£122.09	£122.05	£112.98
Affordable Rent	£119.93	£124.54	£122.56
Average increase in assured rents	2.97%	2.18%	2.20%

Rent Collection – Performance

	2015/2016	2014/2015
Gross rent receivable	£1,683,323	£1,595,015
Actual rent received	£1,691,910	£1,605,690
Proportion of rent receivable actually collected	100.51%	100.67%

Rent Collection – Comparison

Rent Collection	CRHA	SWBM	SPBM	HouseMark
Proportion of rent receivable actually collected	100.51%	100.08%	100.00%	99.60%

Rent Arrears – Performance

	2015/2016	2014/2015
Total arrears on current tenancies	£68,605.00	£73,045.50
Total arrears on terminated tenancies	£1,787.21	£955.30
Total gross arrears	£70,392.21	£74,000.80
Total current arrears as a percentage of rent debit	4.04%	4.45%
Note: 1. The current arrears figure includes an estimated £25,879.22 due from Housing Benefit (2015 figure - £28,802.88)		

Rent Arrears – Comparison

	CRHA	SWBM	SPBM	HouseMark
Total current arrears as a percentage of rent debit	4.06%	2.42%	2.58%	3.58%
Rent arrears net of Housing Benefit	2.54%	1.68%	1.93%	1.92%
Rent collected as a percentage of rent due	100.51%	100.08%	100.00%	99.60%
Former tenant arrears as a percentage of the annual rent debit	0.11%	0.16%	0.25%	1.21%
Rent written off as a percentage of the annual rent roll	0.00%	0.11%	0.19%	0.47%
Percentage of all tenants who have been evicted for rent arrears	0.00%	0.00%	0.00%	0.38%



The Triangle, The Lizard

Repairs - Performance

	Target	2015/2016		2014/2015	
		No. of orders	Repairs completed within target	No. of orders	Repairs completed within target
Emergencies	1 day	6	100.00%	16	93.75%
Urgent	7 days	237	88.19%	291	78.01%
Routine repairs	28 days	728	85.85%	787	80.69%

Repairs - Comparison

	CRHA	SWBM	SPBM
Percentage of emergency repairs completed within target time	100.00%	100.00%	99.86%
Percentage of urgent repairs completed within target time	88.19%	98.00%	97.33%
Percentage of routine repairs completed within target time	85.85%	96.00%	96.65%
Average weekly cost per dwelling of routine maintenance	£6.86	£6.64	£8.80
Average weekly cost per dwelling of planned maintenance	£10.33	£4.91	£4.91
Average weekly cost per dwelling of major repairs	£11.81	£11.70	£10.87

Lettings – Performance

Lettings in 2015/2016			2014/ 2015 figures
During 2015/2016 we rehoused	21	households in properties vacated by tenants moving elsewhere	21
and	2	households in newly built properties	9
Of these households,	3	was a nomination from a local authority	1
	1	was a direct applicant	1
	15	were housed via Cornwall Homechoice	23
and	2	were CRHA tenants transferring between properties	5
The longest time any of our properties were empty before being relet was	12	weeks (including time spent carrying out repairs before being relet)	6
The average time our properties were empty before being relet was	26.53	Days	23.67
During the year	0	tenants swapped homes by way of mutual exchange	0

Lettings – Comparison

	CRHA	SWBM	SPBM	HouseMark
Average re-let time (calendar days)	26.53	23.00	22.00	24.70
Percentage of rent lost through dwellings being vacant	0.40	0.45	0.42	0.77



Before



Tom Chudleigh's Yard – St Mary's, Isles of Scilly

Tenant Satisfaction

CRHA commissioned Acuity to carry out a satisfaction survey between March and May 2016.

All residents were included in the postal survey, which took place in March and May 2016. Of the 305 residents, 173 responded giving a response rate of 57%.

The results from the 2016 survey demonstrate that the majority of residents are highly satisfied with the Association and on the whole, satisfaction is now higher than it was two years ago. Overall satisfaction with the services provided by the Association is at 97% - 6% higher than in 2014 - and reflects the high ratings awarded for the quality of the home, neighbourhood, value for money of the rent, customer contact (ease of contact, helpful response, friendly response, treated fairly and staff being friendly and approachable) and being kept informed – all 90% to 97%.

Tenant Satisfaction – Comparison

	CRHA	<i>SPBM</i>	<i>HouseMark</i>
Percentage of tenants satisfied with the landlord's services overall	97%	91%	86%
Percentage of tenants satisfied with repairs and maintenance	86%	87%	79.9%
Percentage of tenants satisfied that their landlord listens to their views and acts upon them	78%	78%	68.9%
Percentage of tenants satisfied with the overall quality of their home	90%	89%	83.7%
Percentage of tenants satisfied with their neighbourhood as a place to live	95%	90%	85.9%
Percentage of tenants satisfied with the value for money of their rent	90%	87%	82%
Percentage of tenants satisfied with the value for money of their service charges	81%	76%	71%

Recommending CRHA

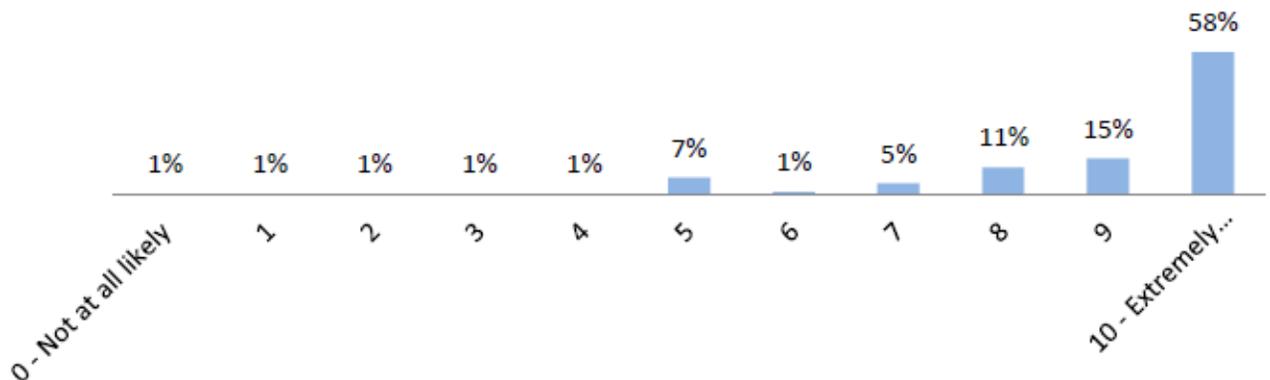
As part of the survey CRHA asked Acuity to assess the extent to which residents' expectations were being met by way of asking a 'net promoter' question on the likelihood of the resident to recommend CRHA to family or friends.

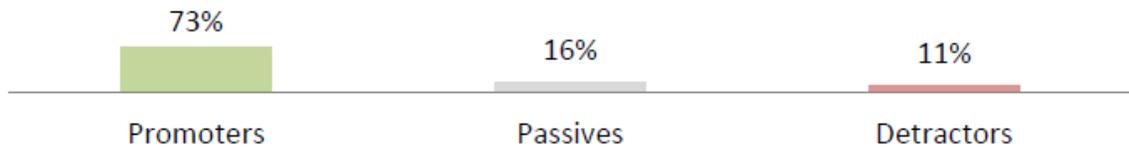
This type of question is drawn from private sector surveys as providing a useful insight into the general attitude of residents towards their landlord and particularly the extent to which they feel engaged as a 'customer'.

The Net Promoter Score, or NPS®, is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors. By asking one simple question, 'How likely is it that you would recommend your landlord to friends or family?' it is possible to then track these groups and get a clear measure of an organisation's performance through their residents' eyes. Residents respond on a 0-to-10 point rating scale and are categorised as follows:

- **Promoters** (score 9-10) are loyal enthusiasts who will promote and support the landlord, increasing their reputation.
- **Passives** (score 7-8) are satisfied but unenthusiastic residents who can easily become detractors depending on circumstances.
- **Detractors** (score 0-6) are unhappy customers who can damage your organisation and hold back development and growth through negative word-of-mouth.

The charts below indicates that almost three-quarters of residents are very loyal and happy to promote CRHA to friends and family and are promoters (73%). The chart shows that only one in ten residents are detractors (11%), who are likely to have negative views about the organisation and one in six are currently passive (16%) and could be persuaded one way or the other.





Net Promoter Score

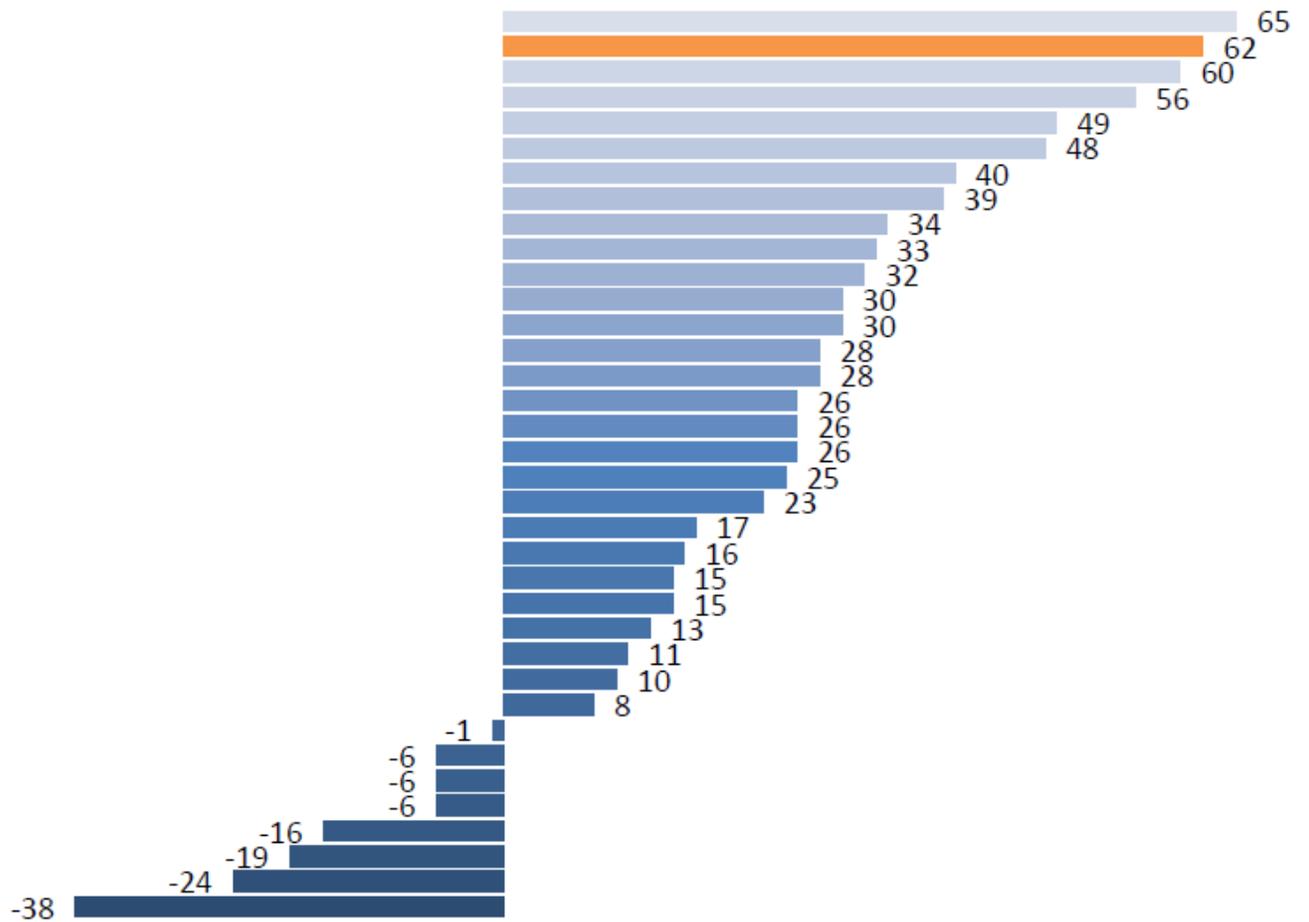
The NPS is calculated by taking the percentage of customers who are Promoters and subtracting the percentage who are Detractors. The result is known as the net promoter score and it is not a percentage. The net promoter score for CRHA is 62.

In order to be of use to the organisation, the Net Promoter score needs to be put into context.

In the commercial sector it is reported that companies with the most efficient growth operate with an NPS of 50 to 80. The average company often has an NPS of only 5 to 10 – in other words their Promoters barely outnumber their Detractors. Many companies have negative NPS scores – which means that they are creating more Detractors than Promoters.

The chart on the next page provides a comparison with landlords who have used Acuity in the last three years. CRHA has a very strong performance, even when compared to other small housing associations, with the CRHA's score of 62 being the second highest recorded by Acuity.

- Small HA
- LSVT
- LSVT
- Small HA
- Welsh LSVT
- LSVT
- Welsh LSVT
- Small HA (London)
- London Borough
- Cornwall Rural HA
- Small HA
- LSVT
- LSVT
- LSVT
- LSVT
- THCH
- London Borough
- Small HA
- Small HA
- Small HA
- LSVT
- LSVT
- District Council
- ALMO
- Small HA (London)
- ALMO
- Small HA (London)
- LSVT
- Small HA
- Small HA
- Small HA
- HA
- District Council
- LSVT
- Council
- London Borough
- HA (London)



When the results are compared with HouseMark figures (comprising 220 landlords each with over 1,000 properties – 2014/15 data – June 2016), CRHA's Net Promoter Scores for all residents easily falls into the upper quartile.

	All residents
CRHA	62
Upper quartile	43
Median	31
Lower Quartile	15
Highest	74
Lowest	-27



Tom Chudleigh's Yard, St Mary's, Isles of Scilly

Financial Performance

Financial Information 2015/2016

Income and Expenditure for the year ended 31 March 2016	2016	2015
	£	£
Income:	2,316,904	1,819,052
Less repairs and operating costs:	(1,695,968)	(1,132,430)
Gives an operating surplus of:	620,936	686,622
Plus interest we received:	1,595	2,027
Less interest and similar charges payable:	(406,731)	(454,946)
Gives a surplus (deficit) on ordinary activities of:	215,800	233,703
Plus transfers from reserves for maintenance:		
Plus reserves brought forward from previous year:	1,599,119	1,365,416
Results in general reserves at the end of the year of:	1,814,919	1,599,119

Balance Sheet as at 31 March 2016	2016	2015
	£	£
<u>What we own</u>		
Cost of our investment in houses	27,717,240	25,015,471
Investment in computers and other equipment	14,191	15,049
Cash we have and money we are owed less bills not paid	1,767,160	811,142
Total assets less current liabilities	29,498,591	25,841,662
<u>How we fund it</u>		
Long term borrowing & other liabilities	27,683,641	24,242,495
Called up share capital	31	48
General reserves	1,814,919	1,599,119
Total funding	29,498,591	25,841,662

2015 figures have been recalculated in line with FRS102.

The above information represents an extract from the audited Financial Statements for the year ended 31 March 2016.

Copies of the full Financial Statements for the year ended 31 March 2016 are available on written request to the Secretary at the Registered Office of the Association.

Financial Performance – Comparison

	CRHA	SWBM	SPBM
Weekly Operating Cost per unit	£65.88	£68.22	£88.97
Operating Cost as % of Turnover	56.83%	67.00%	71.18%
Average weekly cost per dwelling on management	£13.08	£19.12	£20.79
Gearing ratio (loans divided by reserves plus grants)	64.36	64.88	43.62
Interest cover (operating surplus plus interest receivable divided by interest payable)	1.53	1.96	2.30
Liquidity (current assets divided by current liabilities)	2.85	1.95	1.95



Board of Management

(membership as at 31st March 2016)

Cornwall Rural Housing Association is run by a voluntary Board of Management. The Board is elected by the shareholding members of the Association at the Annual General Meeting.

Chair:	Katherine Uren
Vice-Chair:	Neil Pendleton
	Rachel Fisher
	Donald Hannah
	John Lander
	Val Newman
	Roger Orchard
	Alan Stanhope
	Maurice Vella

1. Alan Stanhope was appointed to the Board from November 2015.
2. Katherine Uren is standing down from the Board of Management at the 2016 Annual General Meeting having served her maximum term. Katherine has served as Chair and Vice-Chair during her time on the Board of Management.

Thanks to Katherine from all at CRHA for the valuable contribution she has made to our work.

Cornwall Rural Housing Association

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Cornwall Rural Housing Association Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 (Registered Number: 24935R)