

Annual Review 2014-15

BUILDING COMMUNITIES - THE ALMO WAY





• *Inside cover picture:* **St. Leger Homes of Doncaster** has recently launched its first junior tenants' and residents' association, as part of its focus on supporting young tenants and involving them in their local community. Here young members play bingo with an elderly resident – that they're all having a great time is plain to see! We loved this picture so much it was chosen as a runner-up in our photography competition

• *Front cover picture:* Maryam Nisar (left), from **Kirklees Neighbourhood Housing's** (KNH's) older people's support team, pictured with tenant Beryl Croft (right) at a well-attended community fun day last summer. This was the winning image in this year's NFA Annual Review photography competition, submitted by KNH under the 'Positive images of social housing tenants' theme

Introduction

Welcome to our **Annual Review** which looks back on what has probably been **one of the most memorable 12 months for the ALMO movement**. From new-builds to welfare reforms and from housing rallies to election campaigns, it's fair to say that 2014/15 has been one of the most eventful!

When we look back at the year just gone, I think we can be exceptionally proud of what we've achieved. For the first time in years, housing became one of the focal points of the General Election campaign.



It's frustrated me for years that housing, and in particular council housing, has dropped off the national agenda. But I think it's fair to say this year it was back! Every political party made manifesto pledges to build more homes – and there were prominent broadcasters and journalists like Owen Jones and Tim Montgomerie who were championing our housing cause. We'll all have our own personal opinions on the election result – but I'm left in no doubt that housing is going to be a hot topic over the next five years – and we've got a great opportunity to be right in the thick of that debate.

We were the first trade body to release an Election Manifesto back in 2014 and that was reinforced in February this year when we teamed up with the Association of Retained Council Housing (ARCH) to publish a joint manifesto to call for more new homes and a greater role for councils in meeting the nation's housing need. We've lobbied hard and I think that we're now a voice which is credible and which is being listened to by leading players across the political spectrum.

And I was delighted to play a role in the *Homes For Britain* rally in the lead up to the election. I donned my NFA T-shirt and watched intently as thousands of tenants and activists listened to the political parties making their various pre-election housing pitches. Watching UKIP's Nigel Farage and *Cathy Come Home* director Ken Loach on the same platform showed how far-reaching an issue housing in this country has become. But for me the star of the show was

Mariam Ahmed from Leeds, who was made homeless at 13, when her parents threw her out. She told the rally that "if you don't have a home, you don't have anything" – and that is why we need to continue doing what we're doing. It's for people like Mariam and the millions of others in our country who need access to decent housing that we'll continue to campaign for the local authority borrowing cap to be raised and for whom we'll be using our collective resource as a trade body to work with and influence Brandon Lewis and his housing team to make sure that their voices are heard.

Over the past 12 months we've seen councils and ALMOs working together to deliver new-builds. Whilst I'd love nothing more than to see us free to do much, much more, every new council house built is an opportunity for someone to have the safety, security and opportunity to get on in life. That's why, on a personal note, nearly 40 years to the day from when I got married, I was delighted to see Wolverhampton's first new builds go up on the spot where I had my wedding reception! But each and every ALMO is doing things differently - finding new and innovative ways of making a difference to tenants' lives. This review gives a snapshot of just some of the outstanding work which is taking place up and down the country.

Although this will be my final *Annual Review* as Chair of the NFA, I'm already looking forward to reading about the successes the movement will inevitably have over the next 12 months and beyond.

A handwritten signature in black ink that reads "Sue Roberts".

Sue Roberts MBE
NFA Chair (outgoing)



Who we are

The **NFA** is the trade body representing all arm's length management organisations (ALMOs) in the social housing sector.

Now entering its 12th year, the NFA represents the interests of ALMOs at a national level. As well as lobbying and negotiating with central government on behalf of ALMOs, the NFA runs a website, organises events for members and provides advice, training and briefings. Membership is also available to other organisations that share the core values of the NFA and have an ethos of delivering customer-led housing services.

The last year has certainly been eventful for the NFA's members, who have proven themselves highly adaptable to change and adversity. Twenty-two ALMOs have had their management agreements extended past 2020 by their

respective councils and we welcomed a new member, Northampton Partnership Homes, in January 2015.

The NFA was established in 2003 when there were fewer than 20 ALMOs (today, there are more than double that number). The NFA is a limited company governed by a board of ALMOs elected by members across the four regions (Northern, Midlands, South West and London & Southern). Elections take place every two years and you can find out more about the current Board line-up on page 5.

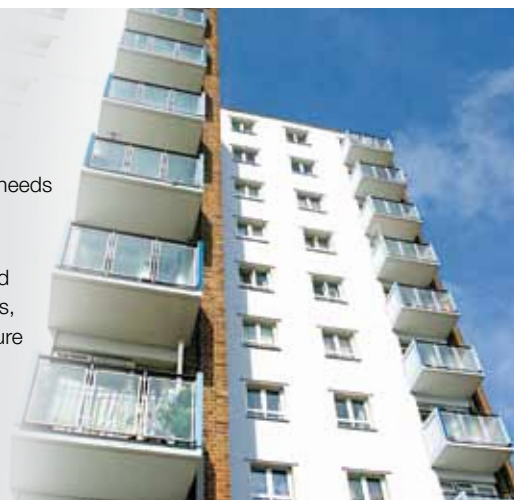
The NFA does not employ staff directly but instead, appoints a managing agent. In December 2012, the NFA appointed

CIH consultancy as the new managing agent from May 2013 for a period of three years, with an option for a further extension of two years. CIH consultancy continues to draw on its wide-ranging experience in the social housing industry and its place within the Chartered Institute of Housing (CIH) family to maintain the NFA's current services and add value to the organisation.

Having now entered its third full year under new management, the NFA has put a new business plan for 2015-17 into practice and is campaigning on major issues such as increasing the supply of housing.

The NFA aims:

- To promote the ALMO option
- To assist existing and prospective ALMOs to operate effectively
- To support ALMOs choosing to diversify or adapt to changing local or council needs
- To secure a long-term financial future for ALMOs
- To persuade central government to take account of the interests of ALMOs and to establish a vibrant, independent ALMO sector that will provide quality homes, achieve excellence in service provision, build new affordable homes for the future and help to deliver broader national and local policy priorities
- To promote tenant empowerment
- To promote best practice in the sector.



Our core values

- Members of the NFA aspire to provide excellent, value for money and customer-led housing services for residents in partnership with their local councils
- Members seek to promote innovation and continuous improvement in providing, managing and maintaining affordable homes in sustainable neighbourhoods
- Our members are open and accountable organisations that actively promote equality and social cohesion. They remain rooted in their local communities and work in partnership with others to help deliver locally determined priorities
- Members share good practice and help support other members of the NFA.





Sue Roberts MBE, Wolverhampton Homes – NFA Chair

A Wolverhampton Council tenant since 1976, Sue has been a long-time campaigner for better council housing on both a local and national level.

She was elected to the Board of Wolverhampton Homes when it went live in October 2005 and became its Chair in 2008, a role she has maintained throughout her tenure as NFA Chair (2011-2015).

Among her many deserved achievements (read more on page 23), Sue was awarded an MBE for Services to Social Housing in 2011 and was named among the top 50 most influential figures in the housing industry* in both 2014 and 2015.

Melvyn Lunn, Berneslai Homes – NFA Board Director

Melvyn is a lifelong resident of Barnsley, was educated at Barnsley Holgate Grammar School and is a Chartered Accountant with experience in both the public and private sectors. He is now Chair of Berneslai Homes and has been on the NFA Board since 2014.

An unswerving champion for improved public services, he is Chair of the Joint Independent Audit Committee of the South Yorkshire Police and Crime Commissioner and Chief Constable, and is also a trustee of the South Yorkshire Community Foundation. He also holds a range of other board, trustee or management roles including with Sheffield Mutual Friendly Society, the Priory Campus, Barnsley Community Build and the Silverwood Scout Camp.



Keith Jenkins, Homes for Haringey – NFA Board Director

A solicitor by trade, Keith has garnered more than 30 years' experience acting for housing associations, lenders and local authorities in the social housing field.

Keith was appointed Chair of Homes for Haringey in early 2014 and elected to the NFA Board later that year. His previous roles for the Homes for Haringey Board include Board Director, Independent Board Member and Chair of the Finance and Audit Committee.

Julia Cotton, Lewisham Homes – NFA Board Director/Resident Chair

Julia has lived in Lewisham for 14 years and has been involved in local housing issues for most of that time. She shares Sue Roberts' belief that tenants should be involved in their housing and local environment.

Currently Chair of Lewisham Homes, she had served on the shadow Board before the ALMO's inception and was originally appointed as a resident director in January 2007.

Julia brings strong relationship building skills to her role as NFA Board Director, developed over many years through her ambassadorial role as Lewisham Homes Chair, helping to set up a dinner networking group for London ALMO chairs, and her career as an assistant Head Teacher.



Lynn Clayton, Newark and Sherwood Homes – NFA Board Director

Lynn has over 25 years' experience in the social housing sector for both local authorities and housing associations. She has brought real passion, drive and great enthusiasm to her role as NFA Board Director since being elected in 2014.

Lynn was appointed Chair of Newark and Sherwood Homes in July 2014 having served on its Board since 2006 in roles including Independent Board Member and Chair of its Audit and Finance Committees. She is also Managing Director of Gedling Homes, which is part of the New Charter Group.

Richard Hudson, Poole Housing Partnership – NFA Board Director

A member of the NFA Board since 2014, Richard is a Chartered Accountant who has held senior positions in the accountancy profession and financial services industry, both in the UK and internationally.

Prior to his retirement from full-time employment in 2011, Richard worked for the Audit Commission for ten years, carrying out a wide range of financial reviews and corporate and service inspections in local government, the NHS and the social housing sector.

Richard joined the Poole Housing Partnership Board in 2013 and was elected its Chair in November 2014. He is determined to contribute to Poole Housing Partnership's continuing development and success and its role in the Poole community.



Hugh Broadbent, Six Town Housing – NFA Vice Chair (Independent)

Hugh was appointed as Independent Chair of Six Town Housing in late 2010. Hugh was previously CEO of First Choice Homes Oldham from its inception in 2002.

He has a real passion for improving community and public services in Bury, Six Town Housing's operational area, and brings local authority and housing association experience to his role as NFA Vice Chair, a position he has held since 2013.

Tony Churton, South Essex Homes – NFA Board Director

Tony has worked in social housing for 25 years and is currently an interim manager and consultant for his own business.

A specialist in property services, with an MSc in Strategic Management and Housing, Tony has worked in a number of areas across the country, including Bristol, London and the West Midlands.

Tony is currently Chair of South Essex Homes and has previously been Vice Chair, Chair of the Performance Committee, a member of the Investment and New Business Committee and an Independent Board Member.



* Power players' list compiled annually by national housing publication, 24housing

Today's ALMO world

This year has seen ALMOs, their local authorities and tenants remaining resilient and adaptable in the face of some of the biggest ever challenges for the housing sector. In 2014, our annual survey revealed how **members continue to deliver great services to customers and add value** to communities while driving costs down.

The NFA's latest authoritative survey, which quizzed all ALMOs in autumn 2014, revealed that members across the country continue to offer a wide range of services although, increasingly, these are being tailored to local circumstances and demands, focusing keenly on where they can make a real difference. More providers have been working to meet increasing and specific needs in their communities, for example, through the management of homelessness services or by offering money advice.

It also reports that the industrious ALMO movement built more than 500 new homes in 2014/15. Working with their parent authorities ALMOs have helped to make the most of the

self-financing reforms by building new council homes for the first time in a generation with ALMOs such as Blackpool Coastal Housing building nearly 100 new homes in that period and Stockport Homes and Wigan and Leigh Housing building around 60 new homes that year. ALMOs also reported plans to build about 8,000 new homes over the next five years; one of these is Lewisham Homes, which completed the borough's first council housing for 30 years and has plans for 500 further new homes over five years.

However, members say they could deliver much more if restrictions on public borrowing were eased. Despite a 20 per cent uplift in ALMO new builds compared to 2013, they are acutely aware that they cannot bring homes on stream

in anything approaching sufficient numbers to meet national demands for new social housing: latest local government data revealed that more than 1.3 million households are on waiting lists across England.

Changes to the Homes and Communities Agency (HCA) funding regime for ALMOs and the limitation of the cap on council housing investment are thwarting an ambitious programme that could significantly alleviate the chronic housing shortage. Although members have been typically innovative - for example generating additional income and developing new delivery models - government support to invest in council housing is needed if they are to be freed up to deploy their capabilities, experience and drive on this vital effort.

• Berneslai Homes tenant Karen Laughton and her granddaughter at her new build property at Saville Road, Gilroyd, Barnsley

Key survey results at a glance

- ALMOs built 542 new homes in 2014 – 20 per cent up on 2013
- Thirty-seven members plan to build new homes this year
- Nearly two thirds (62 per cent) are delivering strategic housing services, such as homelessness assessments and housing options advice – a slight uplift on last year
- Thirty per cent manage a total of 1,113 properties in the private rented sector - nearly two and a half times last year's figure
- More than a third (36 per cent) of ALMOs manage homes for other social housing landlords
- Nearly half boost incomes by delivering services to wider markets
- Councils have continued to agree long-term management agreements, with 22 members having agreements extended past 2020.



Improving the health of our communities

By **Chloe Fletcher**, NFA Policy Director



• A1 Housing warden Kirstie Leverton pays a visit to Frederick Easthill, a resident of Swallow Court, one of A1 Housing's Independent Living Centres

Many people are aware of the links between bad housing and bad health but with most people living in decent housing today, what role does housing play in the health of our communities?

Quite a lot actually. A recent discussion among ALMOs involved in the health agenda revealed a wide variety of ways in which housing plays its role. This is not necessarily surprising to people within the social housing sector but probably goes unnoticed outside of the sector.

ALMOs nationwide are engaged in activities ranging from reducing the delayed discharge of patients from hospital, to supporting public health campaigns on tackling obesity, smoking and fuel poverty. Many also provide community care alarms across all tenures and are exploring other ways to use their expertise to help both owner occupiers and private tenants.

And yet during our discussions it was clear that many members still struggle to engage with their colleagues in health – be that at a strategic level on health and wellbeing boards or at a local level with GP practices or the local hospital.

Given the increased demands on the NHS and the scarcity of public resources at the moment, it is clearly time to communicate our messages and show how we can help tackle some of the most pressing problems. During discussions with ALMOs and housing and health professionals the following messages come across very strongly:

Relationships are the key to success

- Most successful ALMOs have spent a lot of time building good working relationships with health colleagues at all levels within their communities and employ health workers within

specialist teams such as occupational therapists or mental health workers to support tenants and forge links between the sectors.

- Learn to talk health's language - just like housing, it has its own acronyms, and time and research spent discovering how things work in your area and training staff will pay off in the longer term.
- Special events and/or providing short briefing packs for key personnel such as GP practice managers - with a single housing contact for them – can be highly beneficial.

Find out what the top priorities are in your area and offer some quick wins

- For **St. Leger Homes of Doncaster**, one priority was delayed discharge from local hospitals. Therefore, the ALMO is going to place a housing options officer to work at the hospital on housing issues, finding patients suitable accommodation.
- At **Newark and Sherwood Homes**, the focus is on the elderly, so it has developed relationships with care and support agencies and provides new sheltered and extra care accommodation.
- **Wolverhampton Homes** is doing some innovative work to support the 'Troubled Families' programme and is tackling mental health issues. Its mental health worker is helping improve access to mental health services, helping those in mental health crisis and reducing the risk of tenancy failure for those with significant mental health issues.
- **Stockport Homes** works primarily on public health issues such as child safety, preventing

injury and accidents in the home with safety gates, fire guards, cupboard locks etc.

Focus on what you are good at and where you can make a difference

- **Nottingham City Homes** runs a successful tele-care service and is building that up across tenures, relating it to wider tele-health services, which could provide real efficiency savings for the area's health service.
- **Your Homes Newcastle** has built a lot of new specialist accommodation, both for the elderly and other vulnerable people such as those with learning disabilities, saving money on support services for the council.
- **Kirklees Neighbourhood Housing** developed a step down scheme for hospital discharge by adapting some of its sheltered units to provide temporary suitable accommodation for the elderly with higher care levels until they were fully recovered and either able to return to their homes or move into other elderly accommodation.

It is clear that some ALMOs are successfully navigating the health sector and providing clear benefits to both tenants and the health service but there is a need to build on this work nationally. The NFA will work with members this year to both share good practice and learning and continue dialogue with health colleagues at a national level to further improve the health of every community ALMOs serve.



You're hired!

There are around **800,000 apprentices in the UK** and with the government pledging to create three million more, businesses across the country are at the forefront of delivering employment and training opportunities to meet these targets. The housing sector alone has created more than **10,000 apprenticeships over the past three years** and has pledged to deliver many more.

The NFA is committed to this programme and ALMOs across the country run a range of projects to give tenants and residents in local communities work experience. All members put tenants at the heart of what they do and providing employment is a key part of this.

As well as traditional trade apprenticeships, many ALMOs now also offer business, administration and customer service training. Many run tailored apprenticeship schemes for young people seeking to develop careers in the industry and some organisations have gone on to win regional and national awards.

South Tyneside Homes was recognised as one of the *Top 100 Employers of Apprentices* in the UK by the National Apprenticeship Service. It recruits annually for young people to work as part of its team in various departments and roles, which include business administration, housing, IT, customer service, environmental, plasterers, electricians, plumbers, gas engineers, roofers and painters.

Nottingham City Homes was also awarded the accolade, with some 500 apprentices in the past ten years. The ALMO ensures sub-contractors also take on apprentices as part of their work and has given evidence to a parliamentary enquiry about its best practice in creating opportunities and posts for the long-term unemployed.

Derby Homes has pledged to recruit ten per cent of its workforce as apprentices across all areas of the business, with a strong local and community focus. Apprentices have been instrumental in leading on charity events and have been keen ambassadors for apprenticeships at community events.

Lewisham Homes won awards at the mayor's annual Celebrating Achievements Awards ceremony earlier this year, while **St. Leger Homes of Doncaster's** 'World of Work Academy' has scooped regional awards for supporting unemployed tenants back into work and the ALMO has a 96 per cent employment rate for former apprentices. Many ALMOs have high employment rates for former apprentices in full-time roles and have forged strong relationships with education providers.

(Continued on page 9) >

• Apprentices working with Nottingham City Homes contractors J Wright Roofing on 'Building a Better Nottingham' new build projects



Berneslai Homes works in partnership with a local social enterprise to provide training opportunities for communities in its footprint, which has helped more than 1,000 trainees with construction-related skills. And this year it has doubled its investment to more than £600,000, to continue the placements.

An apprentice initiative run by Inside Housing, in 2014, canvassed housing providers across the country about their plans for apprenticeships in the community and identified ALMOs as, proportionally, the most vocal about their commitment to providing these opportunities – demonstrating the impact of ALMOs across the sector.

Last year the NFA acknowledged the vital roles apprentices play in the success of ALMOs with the introduction of the first *Apprentice of the Year* category at the annual NFA Awards, which will be sponsored by CIH this year. The move underlines the importance of housing bodies supporting apprenticeships nationally and the role of CIH as a key provider of training and development courses for housing professionals. To support the development of education and skills for ALMOs' future leaders, the winner of this year's award will receive a free CIH training course of their choice to help their housing career.

The *Apprentice of the Year* award recognises the efforts of young apprentices and how they make a real difference to the organisation in which they work. Last year, Shadrack Mbatha, from **Wolverhampton Homes**, and Jamie Norman, from **Welwyn Hatfield Community Housing Trust**, were joint winners for outstanding contributions to their local communities.

We caught up with Jamie and Shadrack to find out how their careers have progressed since their award wins and what they are up to now...

Jamie Norman

Jamie joined Welwyn Hatfield as a business administration apprentice in 2013, working in the property services team, and is now a trainee surveyor with the Trust, studying for a diploma in Construction in the Built Environment.

Despite having to combine employment with college work, Jamie has flourished within the ALMO and was nominated by his colleagues as *Employee of the Year* less than 12 months after joining the company. He regularly attends community events in his own time, including volunteering to serve Christmas lunch to sheltered scheme residents.

He also acts as an ambassador in promoting apprenticeships in the local community.

Speaking about the benefits of becoming an apprentice, Jamie said: *"My long-term goal is to become a Chartered Surveyor, so winning the NFA's Apprentice of the Year award is a really positive stepping stone for that. It was amazing to win the award and it has given me great opportunities to do more. It boosted my confidence hugely and helped me reflect on the things I'd achieved through the apprenticeship when applying for my current role."*

"I would advise those considering an apprenticeship to believe in themselves and not be afraid to step out of their comfort zone. I've been really pleased to help others using the knowledge and experience I've gained so far and I think it's important to keep on learning."



Shadrack Mbatha



Shadrack joined Wolverhampton Homes through the award-winning 'Learning, Employment and Achievement Programme' (LEAP), which helps tenants into work through training and work experience.

After his eight-week work experience programme, Shadrack became an administration assistant apprentice. He was essentially the customer service face of estate services and within four weeks, then secured two permanent part-time roles, as community impact officer and housing officer, before completing his apprenticeship.

He is now the lead officer for minor works for the coming financial year, controlling a budget of £150,000. Shadrack also works closely with tenants to empower them and encourage them to have a say in their local environment

and identifies working with them as one of his favourite parts of the job.

He is currently studying for a CIH Level Three Certificate in housing practice at Birmingham Metropolitan City College and has enrolled for a mental health awareness course.

Shadrack said: *"My advice to other apprentices would be to not shy away from new challenges and opportunities. They should cultivate an eagerness to learn and dedicate themselves to hard work and excellence in everything they do. You can only get out what you put in."*

"Prior to the win, I tended to put myself down but the estate services leaders in the team saw my potential and, as a result, I started believing in myself. Since then I'm always striving for greater responsibilities."

Both Jamie and Shadrack have gone on to achieve great things through their apprenticeships and we can't wait to see what this year's winners have in store for their ALMOs.

The view from Westminster: election special

Back in February the council housing sector united for the first time as the NFA teamed up with ARCH to launch a joint election manifesto in the Houses of Parliament. MPs and Peers joined ALMO representatives and a number of ARCH local authority members at a reception and were addressed by the then Shadow Communities and Local Government Secretary, Hilary Benn MP, and the Former Environment Secretary, Caroline Spelman MP, who also has Solihull Community Housing in her constituency.

All the major parties went into the election committed to a significant increase in the building of affordable homes, with the Liberal Democrats supporting proposals to relax borrowing powers to help enable this.



Greg Clark

Following the somewhat surprise election result, the sector has found itself with the same Housing Minister, but he has a different boss in Greg Clark as Secretary of State. Clark is a strong

proponent of devolution and supports decision making at a local level, including over housing issues. In his former role as Cities Minister he was responsible for introducing the National Planning Policy Framework (NPPF), part of the government's reforms to rationalise the planning system and enshrine the responsibility of local decision makers to deliver sufficient new housing for their

area. Industry bodies have reacted positively to his appointment, praising his knowledge of, and passion for, the issues involved.

Since taking up his new position, Clark has already urged Whitehall departments to let go of surplus and redundant land for new homes and has called on England's councils to follow suit and use land assets they hold to provide new houses for their communities.

Prior to the election, Housing Minister Brandon Lewis visited Barnet Homes in October 2014 and was able to see, first hand, its hard work in pushing ahead with plans to build more council homes and affordable housing for local people.

Newly established at No. 10 is the cross-departmental Housing Implementation Taskforce whose terms of reference are *"to drive efforts to increase the supply of new housing; helping first-time buyers onto the property ladder;*

implementing Right to Buy and driving public sector land sales." The Taskforce includes various members of the cabinet and key Ministers and aims to drive delivery on what the Government deems one of its *"most important cross cutting priorities"*. It will report to the Prime Minister and Cabinet on a regular basis.

In the Shadow Cabinet, Roberta Blackman-Woods has been appointed as the new Shadow Housing Minister replacing Emma Reynolds, who has been promoted to Shadow Secretary of State for Communities and Local Government. This is subject to change following the outcome of the Labour leadership election in September. Blackman-Woods has spoken frequently in debates on housing and planning issues and has previously said that the government was not doing enough to build affordable and social housing. She has argued for stronger measures to support brownfield development.

The new Government delivered its first Queen's speech of the Parliament on 27 May and within it formally announced a Housing Bill, a Cities Devolution Bill and a Full Employment and Welfare Benefits Bill, all of which contain important proposals for the sector.

The Cities and Local Government Devolution Bill will introduce legislation to devolve powers to cities with elected mayors, including over housing and planning.

The flagship housing policy is the extension of the Right to Buy to housing associations, and the requirement of local authorities to sell off high-value vacant council houses to help fund the extension of discounts and the building of more affordable homes. Both of these measures have already been heavily criticised, including by the former Permanent Secretary at DCLG, Lord Kerslake, who said that the extension was wrong in principle and in practice and would not address the urgent need to build more affordable homes.

Before the election the NFA in conjunction with CIH and LGA published a report, *Keeping pace*,

which focused on the progress of replacing homes sold under Right to Buy. Its findings showed that most of the proceeds were going back to the Treasury, with only a small proportion being retained locally for reinvestment.

To help replace homes sold under Right to Buy the NFA is calling for councils to be given full control over their housing assets and rental stream so that they can use them more effectively to invest locally in new homes. It will also be interesting to see if the government heeds the advice of the Elphicke-House review, which reported in January and recommended that consideration be given to flexibilities in further HRA borrowing programmes to deliver replacement units for Right to Buy stock.

The Full Employment and Welfare Benefits Bill will include measures to lower the overall benefits cap to £23,000 per annum, freeze the main rates of most working age benefits from 2016-17 and remove automatic entitlement to housing support for 18-21 year olds. The Government also proposes to expand the Troubled Families Programme and provide

Jobcentre Plus adviser support in schools across England.

Now that the Government has committed to the full roll-out of Universal Credit, the NFA will continue to press ministers on giving tenants the opportunity to choose whether or not they have the housing element paid directly to their landlord instead of being forced to receive it themselves.

Following the election there are 23 new MPs representing constituencies with an ALMO, eight Labour and 15 Conservative. A key, early priority for all of these ALMOs will be to develop good relationships with them.

While the sector faces challenges, it is also an exciting time for ALMOs to demonstrate their capabilities not only in providing housing but also in acting as a flexible vehicle to deliver a wide range of tenant-led services to local communities.





Facing the huge pressures of the next five years

By **John Perry**, advisor to the NFA

Despite the Conservatives' clear win in May's election, the crystal ball is perhaps even cloudier than it would have been if the result had been a new coalition or a Labour majority.

Having promised £20 billion of extra spending, the Tories are still to say where £12 billion of welfare cuts will fall and are committed to steep cuts in most public services. Furthermore, with a narrow majority and the commitment to an EU referendum, there's considerable potential for further political upheaval or unforeseen economic turmoil.

The specific challenges facing ALMOs are easier to predict but no more welcome for that. Right to Buy (RTB) is the most obvious: the promise to extend it to housing associations and fund the shortfalls by selling higher-value council stock is the latest proposal. It adds to the ratcheting up of discounts under the current scheme – and

further changes to make it even more generous cannot be ruled out.

The irony is that extending RTB to associations is of most threat to councils' finances: housing associations will be compensated for the discounts and able to build replacements, at least in theory. Councils will simply be faced with steady erosion of their stock and, in a move nobody in the private sector would contemplate, will have to sell off the best houses first.

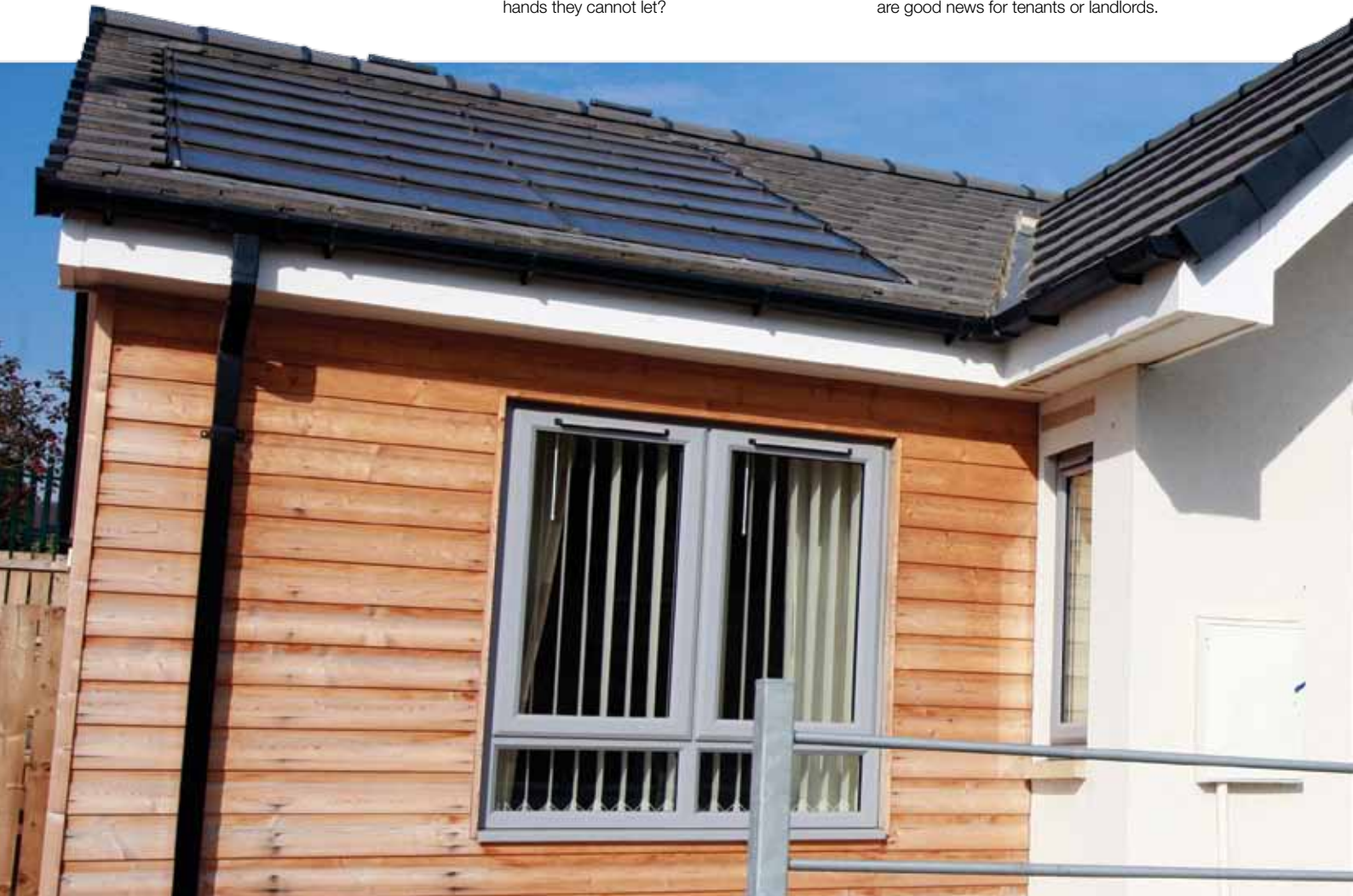
Given that there is no tenant pushing for a sale to take place (unlike with RTB), councils are likely to drag their feet but will this help ALMOs who may already have void properties on their hands they cannot let?

My forecast is that the new scheme will take most of this parliament to reach the point where

it produces the promised replacement homes (and then nowhere near a one-for-one basis). But members will need contingency plans (short-term lettings?) for dealing with the

inevitably messy changeover period if the scheme goes ahead.

In the medium term, the threat to business plans is obvious and likely to be compounded by further welfare reform. This will produce both additional cuts and (presumably) the steady rolling out of Universal Credit – neither of which are good news for tenants or landlords.



The main candidates for cuts seem to be a two-year freeze on working-age benefits, disqualifying most 18-21 year-olds from claiming housing benefit and reducing the household benefit cap from £26,000 to £23,000. Those three changes, the Institute for Fiscal Studies calculates, will garner a measly £1.5 billion a year. To achieve the remainder, further cuts in housing benefit seem inevitable but, on the other hand, how will they be achieved as more families are forced into private renting?

We may know more after the emergency Budget on 8 July 2015.

One apparently obvious way for councils and ALMOs to sustain their incomes is to raise rents. However, there is a warning here: council rents were consistently less than ten per cent of earnings until the early 1990s but have now risen to around 14 per cent, comparable to housing association rates.

While this has been government policy, it has also placed increasing strain on finances for tenants in work. Growth in social rents has also been a very significant factor in the rising housing benefit bill. For this reason, there is speculation that one of the big welfare cuts,

saving £2.5 billion, might be forcing all tenants to pay ten per cent of their rents themselves. Another increasing threat is posed by reducing council general funds and the tendency for finance directors to push more costs onto the housing revenue account (HRA). Unprotected departments like DCLG have already suffered average cuts of 20 per cent since 2010 - and can expect a *further* 26 per cent over the four years from 2016/17.

Local authority general funds have been hit even harder than this and housing and planning harder still - with funding down by more than 40 per cent in areas such as housing welfare services and planning and development.

While the Local Government Association may have got in its pre-emptive plea for no further cuts, who would bet that the Budget won't bring even worse news? Meanwhile, councils desperate to maintain finance for adult care will almost certainly pile more misery onto housing services.

Of course, councils and ALMOs in the North of England might be hoping that the promised 'Northern powerhouse' will be good news. However, there have been plenty of warnings - which they should heed - that devolution could

be a poisoned chalice if funds are still inadequate and there is no flexibility to raise more in local taxes.

Space is too limited to go into the challenges of financing new build and maintaining the quality of existing stock (including the hefty challenge of retrofitting it to high energy efficiency standards), but I want to end on two positive notes.

The first is that this whole situation would look even worse if it weren't for self-financing of councils' HRAs: at least they and ALMOs now have a more robust framework, within their own control, for managing their money in increasingly troubled times.

The second is that since ALMOs began in 2003, they have been brilliant at involving tenants and strengthening communities where they work. As austerity bites even harder, let's see a really massive effort over the next five years to keep tenants actively engaged, listen to their priorities and find the time and resources to continue investing in every neighbourhood that depends on us.

Not only are tenants likely to want greater help, but councils and members will need their active support and participation more than ever.

• New-build properties by The Gateshead Housing Company at Kibblesworth

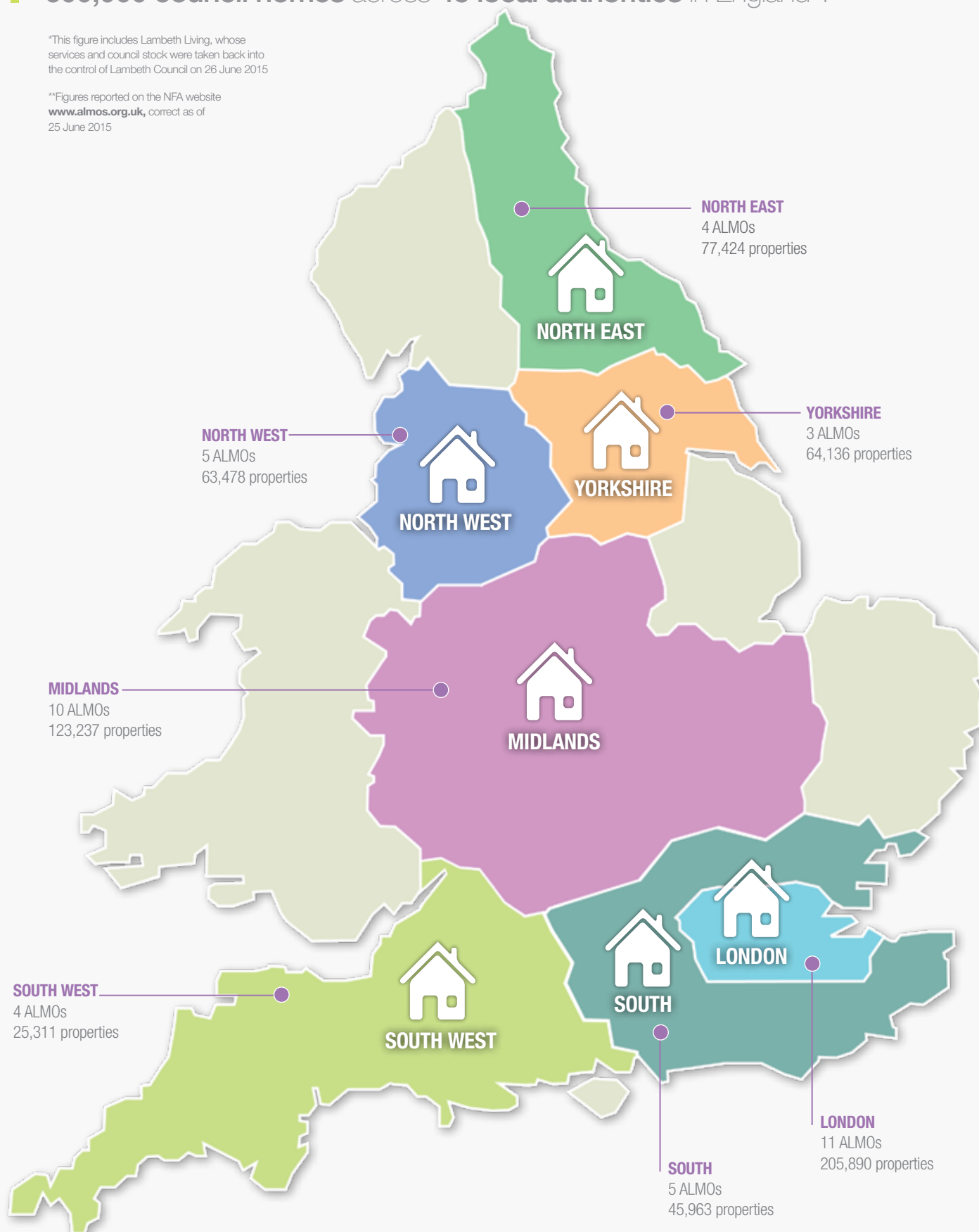


Putting **ALMOs** on the map

The NFA currently represents **42*** **ALMOs**, which manage more than **600,000 council homes** across **45 local authorities** in England**.

*This figure includes Lambeth Living, whose services and council stock were taken back into the control of Lambeth Council on 26 June 2015

**Figures reported on the NFA website www.almos.org.uk, correct as of 25 June 2015



NORTH EAST

NO. OF PROPERTIES

Homes for Northumberland	8,709
South Tyneside Homes	17,998
The Gateshead Housing Company	20,730
Your Homes Newcastle	29,987

SOUTH WEST

NO. OF PROPERTIES

Cheltenham Borough Homes	5,079
Cornwall Housing	10,904
Homes in Sedgemoor	4,218
Poole Housing Partnership	5,110

YORKSHIRE

NO. OF PROPERTIES

Berneslai Homes	19,157
Kirklees Neighbourhood Housing	24,086
St. Leger Homes of Doncaster	20,893

SOUTH

NO. OF PROPERTIES

Colchester Borough Homes	7,062
East Kent Housing	17,588
Eastbourne Homes	4,241
South Essex Homes	6,646
Welwyn Hatfield Community Housing Trust	10,426

NORTH WEST

NO. OF PROPERTIES

Blackpool Coastal Housing	5,498
Northwards Housing	13,745
Six Town Housing	8,215
Stockport Homes	13,237
Wigan and Leigh Homes	22,783

LONDON

NO. OF PROPERTIES

Ascham Homes	11,835
Barnet Homes	16,820
Brent Housing Partnership	12,617
CityWest Homes	21,500
Hackney Homes	33,000
Homes for Haringey	20,625
Kensington and Chelsea TMO	9,586
Lambeth Living	32,863
Lewisham Homes	17,960
Sutton Housing Partnership	7,900
Tower Hamlets Homes	21,184

MIDLANDS

NO. OF PROPERTIES

A1 Housing Bassetlaw	7,054
Ashfield Homes	7,096
Derby Homes	14,025
Newark and Sherwood Homes	5,616
Northampton Partnership Homes	12,500
Nottingham City Homes	28,170
Rykneld Homes	8,132
Shropshire Towns and Rural Housing	4,268
Solihull Community Housing	11,227
Wolverhampton Homes	25,149



Projecting a positive image

Over the last year the ALMO sector has been keen to challenge the negative stereotypes of social housing and its tenants that have been portrayed by some press and media. TV programmes, such as *Benefits Street* and *Saints and Scroungers*, provoked huge public debate, both on and offline. ALMOs have been united in their desire to challenge these stereotypes and influence perceptions by highlighting **positive images and stories of their tenants and communities**. It was great to see high numbers of ALMOs and housing trade press actively engaging in national campaigns, such as #HousingDay, and we believe this momentum will continue to grow within the housing sector.

Echoing this desire the NFA is taking the opportunity to showcase ALMOs' efforts in this area, by using a variety of different platforms. From promoting positive ALMO images and stories via its website and Twitter page, through to giving the 2015 *Most Effective Communications Campaign* award category the theme of how ALMOs are tackling negative stereotypes at a local level. This year's photography competition also called for ALMOs to submit pictures which promote positive images of tenants and their homes.

As ever, the contest produced another bumper crop of great photographs, making judging a

particularly difficult task. However, after much deliberation the winning prize was awarded to **Kirklees Neighbourhood Housing's** photo of a staff member with a retired tenant who had won a Wii-bowling competition at one of its fun days (front cover). Congratulations also to runner-up, **St. Leger Homes of Doncaster** whose portrait of a resident playing bingo with children, can be found on the inside cover. A number of the other shortlisted entries have been used to illustrate this publication, and all photographs submitted can be viewed on the NFA Flickr stream at www.almos.org.uk.

There are many examples of ALMOs working

locally to address unfair perceptions of social housing and social housing tenants. Read on for some of our favourites.

Each of these initiatives by ALMOs and their tenants, as well as many hundreds more nationally, have helped chip away at the common misconceptions that has built up in recent years.

The NFA will continue to be committed to improving the reputation of social housing until we have firmly established the reality in public and media perception.



Stockport Homes
- shared ownership homes



Photography competition runners-up

Projecting a
positive image



A1 Housing
- new 71-home development
in Haworth, Nottinghamshire



Wolverhampton Homes
- community garden

What our members are doing

Projecting a
positive image



Wolverhampton Homes' 'Flair Fair' was timed to coincide with #HousingDay in November, a national social media campaign designed to celebrate positive stories of social housing tenants and those working in the social housing sector. In an exhibition enjoyed by thousands of visitors over four days, council tenants showcased their talents and creativity, displaying shabby chic furniture restorations, photography, cake decoration, crafts and more.

- Tenant Natalie Scott sells her craft items at the 'Flair Fair'

- Pupils from Horizon Community College, assisted by Berneslai Homes and other partners, take part in a litter pick to clean up the Summer Lane Estate

Berneslai Homes supports Barnsley Council's Love Where You Live, an initiative aimed at raising the profile of the valuable work of volunteers across Barnsley. The initiative promotes volunteering opportunities to encourage people to get involved and help out whilst meeting new people and gaining skills and experiences along the way. Berneslai Homes works with volunteers taking part in activities such as litter-picking, to improve the local area.



Brent Housing Partnership (BHP) and Wates Living Space commissioned a ground-breaking community film, *Perceptions*, directed by Brent resident, Samuel Benta. BHP and Wates, working closely with Brent Council, hosted two screenings of the film, one at the Lexi Cinema in Kensal Rise, in November 2014 and the other at the Tricycle Theatre, Kilburn in March 2015.

The short film is about young people who live on the St. Raphael's council estate in North West London. In the face of much negative press and stereotypes about their neighbourhood, two teenagers are inspired by an English lesson at school to bring the community together and lift the estate's image through the use of spoken word poetry. Both screenings were followed by a Q&A session chaired by Councillor James Denselow, Brent Council's Lead Member for Stronger Communities.

Watch the film at: <https://www.youtube.com/watch?v=ZK6gn3ePUmY>

Lewisham Homes was the main sponsor of a youth conference attended by more than 500 people, including speakers, Ashley Walters, star of Channel 4 drama, *Top Boy* and Lewisham Homes resident and *The Apprentice* finalist, Bianca Miller.

The aim of the Lewisham Youth Conference 2015 was to inspire and empower young people to go as far and as fast as their abilities, ambition and energy would take them.

The event also featured a personal safety workshop from the Metropolitan Police and one from young local volunteers currently at university or higher education.

- Lewisham Homes resident Bianca Miller with the organisers of the Lewisham Youth Conference



William and Linda Byrne were crowned **Solihull Community Housing's 'Champion Gardeners'** for the third successive year at *Solihull Neighbourhoods in Bloom* awards. The ALMO stages the competition with Solihull Council and Chelmsley Wood Town Council to reflect the pride that tenants feel in their homes and the improvements this makes to communities in its footprint.

- William and Linda receive their 'Champion Gardeners' award from the Mayor of Solihull, Cllr Kate Wild (centre)

A good year for the NFA

Another busy and productive year saw **much vital work completed** by the NFA ahead of the General Election.

All this exciting activity was consistent with three of the priorities we set out in our first Election Manifesto in January 2014 – ‘Homes’, ‘People and Communities’ and ‘Saving Money’. This was the first manifesto published by a social housing body and we used it to maintain high visibility throughout 2014/15.

In autumn 2014 we hosted fringe events at all party conferences for the first time and met many policy makers and opinion formers, forging constructive working relationships with them. This was followed in the New Year by ALMO models for new build and tackling worklessness being published in the Elphicke-House independent housing review.

The positive reception the NFA manifesto received led to a joint manifesto with ARCH which was used to communicate our shared ideas for improving housing and increasing supply to all political parties. This was launched in February 2015, at a joint House of Commons tea reception with ARCH.

We also jointly surveyed our members with

ARCH on the continuing impacts of welfare reform, publishing a series of reports that helped inform our lobbying work in this area and showed ALMOs and councils how they were doing in comparison to the rest of the sector.

As part of our pre-election work we joined the *Homes For Britain* campaign and used blogs and articles in the housing press and Twitter to maintain our voice in the housing debate and promote the need for more homes to be built as well as travelling with our Chair and Vice Chair to the housing rally held in London on 17 March 2015.

We continued our positive relationships with both the Housing Minister Brandon Lewis MP, who visited Barnet Homes in October 2014 to see its new build homes, as well as with the Shadow Housing Minister as was, Emma Reynolds MP.

We maintained good relationships with local authorities and their membership groups through our ongoing liaison with the Councils with ALMOs Group and the LGA and developed

good relationships with the PlaceShapers group of housing associations, with a view to working together in the future. We have also been supporting a number of ALMOs through reviews and by providing advice, information and good practice to board members and senior management teams.

Meanwhile, in April, reflecting our success in upping our profile within the housing sector, our Chair, Sue Roberts, NFA Managing Director, Eamon McGoldrick, and **Stockport Homes’** chief executive, Helen McHale, all figured in *24housing’s* ‘power players’ list.

With the election now over and a majority Conservative Government in place the NFA will now be reviewing its business plan for the rest of 2015 and 2016 with a view to refocusing our efforts on the implications for ALMOs of the new Housing Bill, the Full Employment and Welfare Benefits Bill and the devolution agenda which the Government is committed to. We will also continue to work on policy areas of importance to ALMOs such as tenant engagement and health and housing.

• Housing Minister Brandon Lewis visits Barnet Homes – (from left to right – front row) Derek Rust, director of operations at Barnet Homes; Councillor Tom Davey from Barnet Council; Brandon Lewis, Housing Minister; Terry Rogers, chair of The Barnet Group and Tracey Lees, former Chief Executive Officer of The Barnet Group/Barnet Homes; and (from left to right – back row) Eamon McGoldrick, NFA Managing Director; Hugh Broadbent, NFA Vice Chair; and Washington Ainabe, leasehold board member at Barnet Homes





• Pupils from a local school, including tenants, helped Rykneld Homes plant new shrubs and flowers following a major refurbishment of 70 flats in Dronfield by Rykneld Homes and North East Derbyshire District Council

A good year for ALMOs

Individual ALMOs have also been working hard supporting tenants through welfare reform and preparing for Universal Credit, offering wider community services and with the majority of members able to build for the first time in decades.

Among new build highlights were:

- The completion of a scheme by **Berneslai Homes** as part of an ambitious £12.8 million programme for 110 new homes over the next few years, with two developments now underway, and others in the pipeline, including Section 106 properties. The ALMO is also working with Barnsley Council on a £10.2 million acquisitions programme to purchase homes from the open market including bringing back into use some long-term empty and former Right to Buy properties.



• Berneslai Homes new builds

- **A1 Housing's** first building project for 35 years will see 71 energy efficient new properties replace outmoded 'Airey homes' – prefabricated housing built in the 1950s and 60s. The first phase of the £5.7 million range of flats, family houses and bungalows will be completed by late summer, when tenants move into 19 new homes.

And as part of its undertaking to promote skills and learning, A1 Housing and its contractor Woodhead are hosting students from local colleges, in addition to the ALMO's own apprentices, who will gain valuable hands-on experience working alongside tradespeople.

- **Kirklees Neighbourhood Housing** worked with its parent council to make a positive community impact by converting empty town centre buildings into new social housing space. The first redevelopment to come on stream was a Huddersfield Grade II listed Victorian building, Waverley Chambers.

Empty for three years, the space has been transformed into six self-contained single-bedroom flats over three floors. With all featuring fully fitted modern kitchens and bathrooms, double glazing, heating and door entry systems connected to telephone and digital TV, rents are a very affordable £78 a week.



- Thirty-four new homes built by Colchester Borough Council have been handed over to **Colchester Borough Homes** to manage. They are the town's first new council housing stock in more than 20 years.



• New build homes to be managed by Colchester Borough Homes (photo © Rose Builders Ltd.)

- **Wolverhampton Homes** has been involved in a project that saw the first new council houses built by the council in the city for 40 years. It now manages the mix of bungalows and houses with between two and four bedrooms, which are part of a 120-home complex just minutes from the city centre.

(Continued on page 22) >



There were a number of contract renewals and extensions in 2014/15, which is significant at a time when many parent councils are taking their ALMOs back 'in-house'.

Solihull Community Housing received a major boost with the renewal of its contract in

a ten-year rolling agreement with Solihull Council, while **Poole Housing Partnership** and **Cheltenham Borough Homes** both celebrated new 30-year contracts and **The Gateshead Housing Company** a five-year extension. In total, 22 ALMOs have had their agreements extended to 2020 or beyond.

Meanwhile, members continued to build the collective reputation of ALMOs as evidenced by awards, independent rankings and staff engagement schemes.

A good year for ALMOs

Meanwhile, members continued to build the collective reputation of ALMOs as evidenced by awards, independent rankings and staff engagement schemes.

- For the sixth year running, **Homes for Haringey** has been officially named one of Britain's *Top Employers*. The Top Employers Institute (formerly the CRF Institute) certification is only awarded to organisations that have achieved the highest standards of excellence in employee conditions and talent development at all levels across the organisation.

- **Berneslai Homes** entered The Sunday Times' *Top 100 Not for Profit Best Organisations to Work For* in the UK for the third consecutive year and rose from 66th to 57th place. It also came third in a list of the country's top five ALMOs after a national poll conducted by *24housing*, and was re-awarded the Investors in People (IIP) *Gold* standard and *Health and Wellbeing Good Practice* award.

- **Wolverhampton Homes** was the second highest placed ALMO in the same *Top 100* list by The Sunday Times and was the only one to attract extra HCA Decent Homes funding.

- **Stockport Homes** also made The Sunday Times' rankings for the sixth year in a row and was named the country's second best landlord for the second consecutive year by *24housing*; *Social Landlord of the Year* at the Housing Excellence Awards; and *Most Innovative Landlord* at the Housing Innovation Awards.

Impressively, it also scooped a further seven national awards and was shortlisted for 22 more.

- **Kirklees Neighbourhood Housing** achieved IIP Gold and figured in The Sunday Times' *Top 100* on its first attempt, while A1 Housing was recognised by Nottinghamshire's Police and Crime Commissioner for its partnership work with the police and other organisations on community safety, anti-social behaviour, domestic abuse and victim support.

- Altogether seven ALMOs or former ALMOs (Dale & Valley Homes) featured in The Sunday Times' *Top 100 list*, with **CityWest Homes**, **Northwards Housing** and **Poole Housing Partnership** all making an appearance. CityWest Homes and Northwards Housing also achieved SHIFT (*the Sustainable Homes Index For Tomorrow*), the UK housing sector's independent sustainability benchmarking and best practice learning standard.

- **Tower Hamlets Homes** has been making the most of its workforce through an imaginative programme promoting equality, diversity and inclusion. And its pioneering efforts have been recognised by Stonewall, which ranked it Britain's second best employer for lesbian, gay and bisexual staff in its Workplace Equality Index 2015.



• Bhangra dancing gets everyone in the groove at One Solihull, an annual multicultural celebration in the heart of Chelmsley Wood, organised by Solihull Community Housing

Farewell but not goodbye

This week will see Sue Roberts MBE step down as Chair of the NFA Board after a four-year tenure.

Sue has been a life-long advocate of good quality council housing and has been a proud tenant of Wolverhampton Homes since 1976. As a long-time tenant activist, member of the Tenants' Federation, and secretary of her local tenants' and residents' association it is without doubt that Sue is an inspirational role model for female leaders, and to other tenants wishing to influence policy at both local and national levels. Sue's tireless commitment was recognised in the 2011 Honours list when she was awarded an MBE for Services to Social Housing in 2011.

Achievements as Chair of the NFA have positioned Sue as one of social housing's most influential spokespeople. Hallmarked by determination, commitment and tireless effort, Sue has certainly been busy during her term as NFA Chair - chairing parliamentary receptions, meeting housing ministers, their shadows, committee members and backbench MPs, as well as regularly judging prestigious housing

awards programmes. Sue has led the ALMO movement through several campaigns including: calls for the introduction of HRA self-financed business plans, the *Let's Get Building* campaign in 2012, and more recently, the development of the NFA's election manifesto and its response to sweeping benefits changes and welfare reforms.

Clearly Sue has navigated the ALMO world through some difficult times - bringing a sense of common purpose to ongoing public debate, and keeping the movement focused on those issues important to communities, and the importance of tenant engagement. Sue has been instrumental in the NFA's efforts to challenge the negative images and stereotypes of social housing reported in the media, and this continues to be a priority for the NFA today.

On behalf of all members, their tenants and wider communities, we would like to thank Sue for her tireless promotion of the ALMO movement, and her personal time and commitment.

A life in housing:

- 2004: A vocal champion of the ALMO model for Wolverhampton Homes
- 2005: Elected to Wolverhampton Homes Board
- 2008: Became Chair of the ALMO Board
- 2009: Sue became an NFA Board member and was elected as Vice Chair
- 2011: Appointed as NFA Chair
- 2011: Awarded MBE for Services to Social Housing
- 2014: Awarded *Most Effective Woman Board Member* at the Women In Housing Awards
- 2014 and 2015: Recognised in 24housing's 'Power players' list



Rebecca Rance, NFA Executive Steering Group:

Sue is an inspiration - her dedication and commitment to improving services to tenants is second to none. She has been an exemplar of how to promote the NFA, giving her time and expertise tirelessly. Sue has impressed me time and time again and I have been proud to be one of the people supporting and working alongside her to promote the interests and value of council housing companies in the provision of high quality housing.

Melvyn Lunn, NFA Board Member:

Although I have only worked with Sue for a little over 12 months I have found her to be a passionate voice for tenants and well able to stand her corner in any arena. She has been, and will continue to be, a tremendous supporter of the NFA and a great figurehead during her time as Chair.

Hugh Broadbent, NFA Vice Chair:

Tenants in their communities have a lot to thank Sue Roberts for. She has been central to the NFA 'punching above its weight' in the years she has been Chair. Well done Sue.

Lesley Roberts, NFA Executive Steering Group:

I have been immensely proud of the way Sue has handled her NFA responsibilities whilst still being an actively involved Chair of Wolverhampton Homes. Sue rarely misses an evening meeting with tenants and leaseholders here at Wolverhampton, whilst travelling around the country on NFA business. She really has tackled both roles with massive enthusiasm and gusto - as we can see from the results she has achieved.

• Sue was awarded an MBE in 2011 for Services to Social Housing

The NFA Awards 2015

This year's much-anticipated awards ceremony will take place on the **evening of 15 July 2015**. Congratulations are extended to all ALMOs and individuals shortlisted for an award.

THE 2015 FINALISTS

BEST NEW BUILD SCHEME

- Blackpool Coastal Housing
- Derby Homes
- Lewisham Homes



*(The judges also acknowledged a very strong entry from **Rykneld Homes**)*

Sponsored by **Campbell Tickell**

IMPROVING THE PRIVATE RENTED SECTOR OFFER

- Kirklees Neighbourhood Housing
- St. Leger Homes of Doncaster
- Stockport Homes

TACKLING WORKLESSNESS AND SUPPORTING SOCIAL ENTERPRISE

- Blackpool Coastal Housing
- St. Leger Homes of Doncaster
- Stockport Homes

*(The judges also acknowledged a very strong entry from **Berneslai Homes** for the ALMO's work with ex-servicemen)*

MOST INNOVATIVE RESIDENT ENGAGEMENT INITIATIVE

- East Kent Housing
- Kirklees Neighbourhood Housing
- Tower Hamlets Homes



*(The judges also acknowledged a very strong entry from **Cornwall Housing** for its work with the traveller community)*

Sponsored by **M3**

APPRENTICE OF THE YEAR

- Rachel Shorter – Berneslai Homes
- Dan Crossley – Berneslai Homes
- Ellie Brodey – Cornwall Housing
- Joe Hockings – South Tyneside Homes



Sponsored by the **Chartered Institute of Housing**

CREATING GREENER HOMES AND REDUCING FUEL POVERTY

- Poole Housing Partnership
- Solihull Community Housing
- Stockport Homes



Sponsored by **Utilita**

INTEGRATING HOUSING, CARE AND SUPPORT SERVICES

- Nottingham City Homes
- Sutton Housing Partnership

HELPING TENANTS MANAGE THE IMPACT OF WELFARE REFORM

- Derby Homes
- Lewisham Homes
- Stockport Homes

Sponsored by **Housing Partners**



MOST EFFECTIVE COMMUNICATION CAMPAIGN – TACKLING NEGATIVE PERCEPTIONS

- Brent Housing Partnership
- Lewisham Homes
- Northwards Housing



Sponsored by **Resource Housing**

The NFA would also like to thank its Annual Conference and Awards media partner **24housing** and drinks reception sponsor **Willmott Dixon** for their support.



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