

Working for you

Annual report to tenants 2011

Transforming **lives**
Revitalising **neighbourhoods**



Compare

our performance with
other social landlords



You said we did

How tenants make
a real difference



Your chance

to be the new face
of Riverside

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Welcome to your annual report

I am delighted to welcome you to our second annual report to tenants covering the period to March 2011. Our report is framed around the standards set by the Tenant Services Authority (TSA) and we have worked closely with many of you over the last six months to make sure the report is a fair and honest reflection of our services.

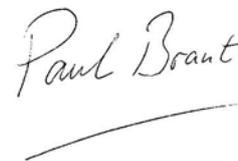
Whilst the last year has been a challenging one for Riverside, there have been many positive things. In particular our partnership with our tenants is going from strength to strength, with many of you playing a key role in scrutinising and influencing our services. We have a strong relationship with the Tenants' and Residents' Federation and have welcomed a team of tenant assessors who are now looking at our services and identifying good practice, as well as areas for improvement.

We have also been reassured by our latest customer surveys, which demonstrate that we have maintained overall customer satisfaction levels at 82%, the same as last year and a huge improvement from three years ago.

As a social housing tenant you will be aware that we are working in challenging times. Over the last year the Government has put in place wide ranging expenditure cuts, which will impact heavily on our customers and the support we can offer to those who need it. However, we thrive on challenges and are determined that we will continue to deliver excellent services to tenants whilst investing in the neighbourhoods and communities where we work.

Looking forward, the Government is introducing a programme of housing reforms including changes to welfare benefits and the introduction of rents that are closer to those charged on the open market. We will work hard to ensure that any changes we make are made with your best interests in mind and we look forward to an ongoing dialogue with you on how best to achieve this.

I hope you enjoy reading the report.



Paul Brant
Group Board Chair

September 2011

About this report

We are delighted that so many of our tenants have helped us to produce this year's report. Thanks to everyone who took the time to share their views.

Last year we included a short questionnaire with the report. Over 900 of you completed it and we have used this to design and write this year's report.

From this information we discovered:

- 93% of you enjoyed the report
- 83% thought it was a fair reflection of your own experience of our services.

We also invited a number of tenants to a workshop in May at Liverpool's Maritime Museum. In what was a very lively day they told us what they thought was important in an annual report and compared our report to those of other associations.

As we set about the task of producing this year's report, we asked a tenant expert and members of our Tenants' and Residents' Federation to work with us. They gave us some really useful views as we put all the feedback into practice.

The content of the report has been tested by our readers' panel and we have made amendments based on their recommendations. The final report was then endorsed by the Tenants' and Residents' Federation on behalf of our tenants in September.

Read on to find out how we are doing on what matters most to you.



900

Over 900 of you completed a short questionnaire from last year's report. We have used this to help design and write this year's report.

About Riverside

Riverside is a charitable housing association. We are one of the UK's leading social housing organisations, owning or managing over 50,000 properties.

Our vision is 'transforming lives, revitalising neighbourhoods'. More than 85,000 people live in our affordable rented homes. Over the last three years we have built over 2,000 new affordable homes including 749 during 2010/2011. Later this year we plan to enter into a 'Constitutional Partnership' with Irvine Housing Association in Scotland.

We deliver our services through local neighbourhood offices and sheltered and supported schemes for older and vulnerable people. We have a long history of working with tenants and residents to help us continuously improve the way we deliver our services.

We also help people buy their own home through our shared ownership schemes, where residents own a percentage of their home and rent the rest. Our 'Own Place' project has also made 120 homes available to first time buyers at discounts of up to 25%.

We work together with our tenants, residents, local authorities and other partners to make our homes and neighbourhoods places that we can all be proud of.



The standards we work to

This report looks at how we are doing against standards set by our regulator, the Tenant Services Authority. Each of these five standards is covered in a section of the report:

Working with you – how we deliver services that meet the needs of all our tenants in a fair way.

Your home – how we make sure that our homes are of good quality and well maintained.

Your tenancy – how we let our homes and set your rents.

Your neighbourhood and community – how we work in partnership to keep neighbourhoods greener, cleaner and safer.

Value for money – how we use your rent and achieve value for money.

Each section explains more about these standards, whether we have achieved our targets and how we have done compared to last year.

We start by explaining our performance measures and then look at our local offers, a special set of standards developed to meet local needs.

Our performance measures

In each section there are a number of tables which relate to parts of our service, for example how quickly we reply to letters or how satisfied you are with our repairs service. We call these our performance measures. This information comes from customer surveys or our own records.

What do the tables mean?

Example performance measure



Target	83%	
2011	81%	+1%
2010	80%	

How we compare to others

Best	94%
Average	78.9%
Worst	64.8%

What's important to you

← This is the 'Top Ten' symbol, which represents the things that you have told us are most important to you.

Target

← This was our target for year ending March 2011.

Change since last year

← This figure shows how much our performance has increased or decreased since the previous year.

2011/2010 results

← This is the actual performance for Riverside each year.

How we compare to others

← To help us compare how we are doing, we share information about our performance with a group of other housing associations of a similar type and size. Where the information is available we compare how we are doing alongside the best, average and worst performers.

What do the colours mean?



← We have reached or exceeded the target.



← We have equalled or performed better than last year but still not met our target.



← Our performance has worsened from last year and not met our target.

For more information on this please visit our website www.riverside.org.uk/annualreport

A member of our 'Your Place' team maintaining the green spaces in one of our Mersey North neighbourhoods.



Local offers

You have told us that we sometimes need to deliver services a little differently to meet a local need or solve a particular problem. Local offers are these special service standards we have agreed with you.

Our current local offers

- The 'Your Place' approach to neighbourhood management including wardens and environmental clean-up teams.
- Services to provide low cost loans and financial advice to tenants.
- A new approach to helping tenants back to work.
- Working with older residents in eight neighbourhoods to deliver the support and services they need.
- Tackling the causes of customer dissatisfaction in the South East.

- A more intensive approach to managing anti-social behaviour in the Mersey North division, where our tenants and residents experience the greatest problems.
- A common approach, with other landlords, to letting properties in Halton, Cheshire.

We have worked with local tenants to develop these offers and to make sure that they are delivering what is needed. You can see more details of what we are achieving throughout this report.

9,763

Our 'Your Place' teams removed 9,763 tonnes of fly tipped materials.

4,979

We completed 4,979 warden patrols.



We meet regularly with local community associations to identify the needs of residents.

Working with you

In this section we talk about how we deliver services that meet the needs of all our tenants and how we make sure we do it fairly. We talk about how we keep you informed and how you can inspect our services and let us know what needs to improve.

Our offer to you

We will work with you to improve how we communicate and involve you in our decision making so that your views can really make a difference.

We do this by providing different ways for you to work with us so it is easy, convenient and practical.

We treat our customers fairly and with respect. To make sure we are not accidentally excluding those with different needs, we look at the impact of our work across seven diversity strands: gender, religion, age, disability, ethnicity, sexuality and transgender.

We provide advice and practical assistance, such as aids and adaptations, for tenants who require extra support in their homes.

Local offer

Our 'LiveTime' project works with older residents in eight neighbourhoods to deliver the services and support they need within the area. Although the project is in its early stages, we have already spoken to over 100 older people to find out their needs and launched new gardening projects, lunch clubs, exercise groups and money saving workshops.

£90,000

The Tenants' and Residents' Federation has a budget of £90,000 to cover its work, including the production of its own annual report for all Riverside tenants and residents, training and conferences.

273,000

Our Customer Service Centre handled 273,000 calls last year, including 998 calls on Christmas Day – four times more than the same day the previous year!

Last year we promised to...

Done it!



Use the feedback from tenant inspectors to help improve the way we communicate with you.

We now use simpler language when we write to you and email our newsletters to those who ask to receive them this way.

Consult with you to develop a new Involvement and Empowerment policy and involve you more in decisions about how we invest your money.

Improve our records, particularly about sexuality, disability and ethnic origin, so we can tailor our services to meet your needs.

Investigate whether tenants from minority groups are less satisfied with our service.

We held focus groups in divisions where black and ethnic minority groups' satisfaction was lower and identified that their issues were the same as the broader population.

Develop a new approach to identify tenants who would benefit from a particular service or would prefer us to communicate with them in a particular way.

We used something called 'Insight'* to help us work out the types of services that are needed and where best to place them.

Improve our communication with tenants whilst they are waiting for aids and adaptations and increase the number of jobs completed within target to 90%.

We write to tenants to keep them updated and have also used 'Insight' to predict the demand for adaptations, doubled our budget and reduced waiting times.

We're working on it!



Improve our performance by checking how quickly we respond to your letters, calls and emails.

We have improved how quickly we respond to letters but we can't measure our response to all calls and emails yet.

Develop our website so you can do things like order a rent statement or a repair online.

You can order a repair online but cannot view your rent statement yet.

Improvements for 2011/12

We will continue to work on our website so it is more interactive and we will help more of our tenants to access the internet. We will also improve how we measure our response to calls and emails using a system called Customer Relationship Management (CRM).*

We will also:

- use our CRM system to make sure that tenants get through to the right person
- put a new procedure in place to make sure we contact all our tenants at least every three years – just to make sure everything is alright
- continue our work on active learning for residents, so they can gain a recognised qualification for their involvement
- improve our tenant scrutiny process, including appointing an independent person to support our tenant groups
- carry out at least three in-depth tenant service inspections to make sure we are delivering the quality of services you need
- make sure more tenants know about the opportunities to get involved and look at how we can use Twitter, Facebook and other social media to encourage involvement.

* For more information on 'Insight' and 'Customer Relationship Management', please visit www.riverside.org.uk/annualreport



Did you know?

The Federation is now planning its National Tenants' Conference, which will be held in March 2012.



Did you know?

In 2010/11 we completed major adaptations within an average of six weeks – down from 26 weeks in 2009/10.

Performance measures – working with you

Satisfaction with your most recent contact with us

10

Target	65%	
2011	65%	+2%
2010	63%	

Responding to your letters within five working days

10

Target	90%	
2011	79%	+17%
2010	62%	

Completing aids and adaptations within target time

10

Target	90%	
2011	90%	+17%
2010	73%	

Taking your views into account

Target	67%	
2011	67%	
2010	67%	

How we compare to others

Best	75%
Average	64.9%
Worst	46.7%

Would recommend Riverside as a landlord

Target	90%	
2011*	90%	

Cost per home of providing our Resident Involvement service

2010**	£38.64
--------	--------

How we compare to others

Lowest	£20.68
Average	£42.55
Highest	£79.01

* No rating available for 2010.

** For cost comparisons, 2010 is the most up to date information available.

We carry out planned maintenance to help reduce the number of one-off repair jobs needed. We also aim to decorate the outside of your home and shared areas in flats every five years.



Your home

In this section we explain how we make sure that our homes are of good quality and are well maintained.

Our offer to you

The Government stated that by the end of 2010 all our homes should meet the Decent Homes Standard, a minimum standard to make sure homes are safe, warm and in good condition. We work to a higher standard than the Government's minimum. This means your home should be centrally heated and well insulated, with a modern kitchen and bathroom.

Our service pledge sets clear standards for our repairs service, including how to report a repair and when it will be done (with an appointment time). We aim to keep our appointments, respect your home and, where possible, complete work in a single visit.

We carry out planned maintenance to help reduce the number of one-off repair jobs needed. We also aim to decorate the outside of your home and shared areas in flats every five years.

Last year we promised to...

Done it!



Exceed the Decent Homes standard with our own 'Decent Homes Plus' standard by the end of 2010.

Make at least 1,900 homes more energy efficient.

We actually made 5,187 homes more efficient.

Complete our new approach to working with larger repairs contractors across all divisions.

We have partnered with contractors in four divisions and agreed a timetable in the remaining two.

Improve our appointments service by keeping 95% of appointments, using text reminders where possible.

We're working on it!



Publish five year investment plans.

Every division completed their plans but not all published them.

Test out an annual 'MOT' style visit to properties that had a high number of repairs.

We have started this but we haven't done enough yet to test if the idea works.

Introduce a system to tell you how many visits your repair should take and measure how we do, aiming to complete more jobs first time.

We are looking at our repairs records to estimate how long each type of repair should take to help us do more in one visit.



Improvements for 2011/12

We need to tell you about our improvement plans. We want all our divisions to publish their plans every year, so you know how we plan to maintain your home.

We still need to improve the number of repairs we complete in one visit. We will use the information we have collated to improve our performance this year.

We will also:

- recover a higher proportion of the cost of damage caused by tenants
- find out whether the MOT approach is successful and, if so, extend it to other areas
- investigate suggestions from tenants that we should find ways of improving quality control on our repairs service, for example follow up telephone surveys or extra inspections.



You said we did. How tenants make a real difference

In response to your feedback we have taken more robust action against tenants who damage their homes, recovering £20,000 worth of repayments.

Our tenants said we should have more tenant inspectors across the whole Group. We now have 50 tenant inspectors covering every area.

Performance measures – your home

Repairs service satisfaction

10

Target	75%	
2011	 75%	
2010	75%	
How we compare to others		
Best	86.7%	
Average	74.6%	
Worst	29.5%	

Gas safety certificates

10

Target	100%
2011	99.8% +0.7%
2010	99.1%
How we compare to others	
Best	100%
Average	99.7%
Worst	98%

Repairs appointments kept

10

Target	95%	
2011	95%	+2%
2010	93%	
How we compare to others		
Best	99.9%	
Average	96.9%	
Worst	66.5%	

Repairs completed in one visit

10

Target	85%	
2011	62%	-1%
2010	63%	
How we compare to others		
Best	94.3%	
Average	87%	
Worst	61.3%	

Cost per home of providing our repairs service

2010*	£814.06
How we compare to others	
Lowest	£477.30
Average	£675.01
Highest	£916.10

* For cost comparisons, 2010 is the most up to date information available.

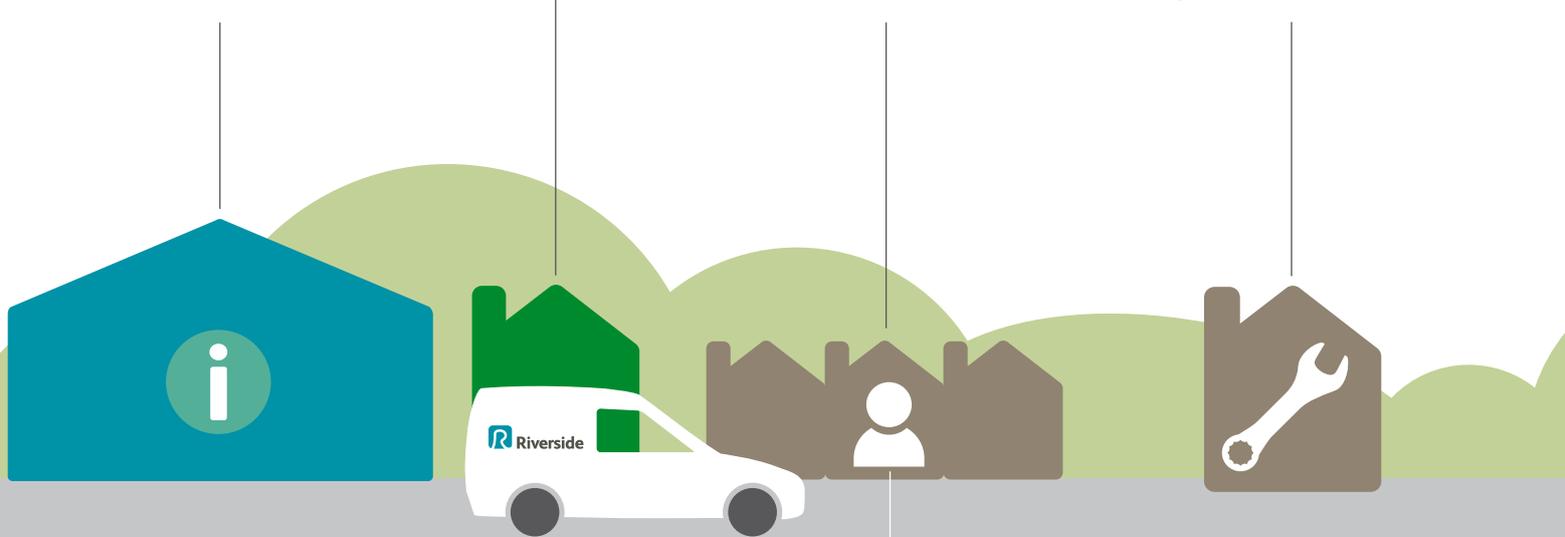
Transforming **lives**
Revitalising **neighbourhoods**

Every new tenant is offered a 'Welcome Pack' with essential information about our services

We made over 5,000 homes more energy efficient

50 tenants are trained as tenant inspectors to carry out reality checks of services

By partnering with repairs contractors we have saved an average of £16 for every Riverside home



93% of you enjoyed last year's annual report

We have introduced two Affordable Warmth Officers in Merseyside to help tenants save money on their fuel bills

We completed an average of 23 neighbourhood inspections in every division

A repair can be reported at any time of the day or night through our Customer Service Centre and our website

Did you know?

We work together with our tenants, local authorities and other partners to make sure our homes and neighbourhoods are places that we can all be proud of.

Below is a summary of some of the things we have launched, improved or achieved in the last year.

Just 13% of tenants reported anti-social behaviour in the last year



All our homes exceed the Government's Decent Homes Standard



We offer a cash reward to encourage people to give notice so we can re-let their home quickly



63% of our supported tenants move on to a more independent way of living



Our wardens report areas needing improvement while they are out using smartphones, saving time and money

We have helped 594 tenants to find work



We work with House Exchange to help tenants move home if their needs change



You can make a complaint by phone, in writing or through the website



We let our properties fairly, set rents in line with government rules and visit new tenants after four weeks.

Your tenancy

In this section we talk about the way we let our homes and how we set rents. It also gives you information about our approach to tenancy agreements.

Our offer to you

We make sure we let our properties fairly and consider the needs of new tenants. We try to make best use of our housing and work with partners such as local authorities to give everyone as much choice and information as possible, including those who we cannot currently help.

We set and increase our rents in a way that meets the Government's rules. In most cases, we set a target rent based on the size, value and location of your home, although if you have been a tenant for a long time, you may have a secure rent, which is determined by the Rent Officer.

We must also comply with the terms of your tenancy agreement, which is a legal document. We have a standard set of agreements which have been legally checked and have a good balance between our responsibilities and yours.

Our service pledge sets out standards for issuing rent statements, notifying you of rent increases and providing information on service charges, including annual statements.

Local offer

We are working with all social landlords in Halton, Cheshire to deliver a co-ordinated and consistent approach to letting properties. Benefits include a common standard for properties that are being re-let and provision of support for more vulnerable tenants. A tenant inspection reviewed the offer in July 2011.



You said we did. How tenants make a real difference

You said you were concerned about who should be living in our homes. We have introduced a new procedure for dealing with requests for a lodger and unlawful sub-letting, and will be visiting or contacting all tenants at least every three years.

Our tenant inspectors told us our empty properties were not finished to a high enough standard to be re-let. We have set up a contract with Dulux, allowing new tenants to choose from a wide range of colours and materials and have them delivered to their door.

Last year we promised to...

Done it!



Improve the information on our website and enable people to register for accommodation online.

Promote our incentive scheme and reduce re-let times.

We have also increased the number of properties accepted at first offer and this has seen re-let times go down from an average of 44 days to 38. This has saved £250,000 in lost rent.

Increase the number of people who move on from our supported housing in a positive way.

We increased the proportion of tenants moving into their own tenancies from 54% to 63%.

Complete a major review of the way in which we deal with service charges for communal areas.

We're working on it!



Increase the number of new tenants visited within our four week target from 70% to 80%.

We have improved but so far only by a small amount.

Develop local plans to deal with overcrowding and under-occupation.

We are collecting information about occupancy levels and will use it this year to develop our plans.

Improve the service charge information we provide, giving itemised details of income and expenditure in an easy to read format.

We are behind on this but will do it this year.

Replace older tenancy agreements with standardised versions following consultation.

We have started to do this and will continue this year.

Improvements for 2011/12

We will reduce our re-let times and lower the number of empty properties even more. We will advertise our properties quicker and invest an additional £2.1 million to bring empty properties up to our lettable standard.

We will improve our understanding of why tenants leave us. By making sure we visit new tenants within four weeks, and existing tenants at least once every three years, we hope to be able to support all our tenants to stay with us longer.

We will also:

- get a better understanding of how many of our properties are not fully occupied and recommend measures, such as incentives, which will help us to make better use of them where possible
- improve our rent collection services so that we can reduce our rent arrears
- introduce a policy to support any new tenants who are offered fixed term tenancies, so they will have a clear appeals procedure and access to advice about finding another home
- set affordable rents for new tenants, which will help us build more new homes whilst making sure our rents remain affordable to people on benefits and in low paid employment.

Performance measures – your tenancy

Overall satisfaction

10

Target	82%	
2011	82%	
2010	82%	
How we compare to others		
Best	91%	
Average	81.2%	
Worst	58%	

Time taken to re-let our empty properties (in days)

Target	35	
2011	38	-6
2010	44	
How we compare to others		
Best	12.2	
Average	34.6	
Worst	65	

Rent arrears as a percentage of total rent due

Target	5.5%	
2011	5.9%	-0.4%
2010	6.3%	
How we compare to others		
Best	0.8%	
Average	4.6%	
Worst	10.8%	

Visiting new tenants

Target	80%	
2011	71%	+1%
2010	70%	

Cost per home of providing Housing Management Services*

2010** £242.34

How we compare to others

Lowest cost	£179.40
Average	£257.40
Highest	£360.80

* Includes things like collecting rents, managing ASB and letting properties.

** For cost comparisons, 2010 is the most up to date information available.

We carry out regular estate inspections to make sure your neighbourhood is clean, safe and a good place to live. In the past year our wardens have patrolled the streets nearly 5,000 times.



Your neighbourhood and community

In this section we talk about how we work in partnership with tenants and other agencies to keep communal areas and neighbourhoods greener, cleaner and safer, and how we prevent and tackle anti-social behaviour (ASB).

Our offer to you

We will carry out regular estate and neighbourhood inspections and provide efficient estate management services.

We will work with local agencies to deliver a co-ordinated approach to tackling ASB. Whenever we are responsible for taking action, we will always keep you informed of progress.

Local offers

We are continuing to roll out our 'Your Place' initiative, with wardens and clean up teams working in six neighbourhoods where we need to make the biggest difference.

We have also set up a specialist ASB team in our Mersey North division, where our tenants report the most problems.

Last year we promised to...

Done it!



Introduce warden services in Botcherby and Currock in Carlisle and Braunstone in Leicester.

Improve our abandoned properties procedure so they are less likely to be the target of vandals.

Produce a new procedure to deal with pets and to address issues around responsible ownership and dog fouling.

Conduct a survey to find out why some tenants reporting ASB were unhappy with how we handled their case.

Improve our website to allow confidential reporting of ASB.

Ensure all specialist staff are professionally qualified in dealing with ASB.

We're working on it!



Develop a range of other actions we can use to support victims and perpetrators of ASB.

We have joined cross-agency teams where they exist and we have some new ideas on this year's plan.

Create closer links with partner agencies, such as the Police and Environmental Health.

We have started to agree common performance standards and responses so we understand each other better and we will continue to work together to make more progress in the year ahead.

Work with you to improve your neighbourhood with every team publishing a plan to deal with local priorities.

All teams have completed their plans but not all have published them.



Improvements for 2011/12

We need to improve satisfaction levels with how we handle ASB complaints. We will review the whole of our service and start to implement improvements, including setting tough targets and developing our systems to make sure they are met.

We will also make sure we contact victims of ASB sooner and improve the way we publicise our neighbourhood plans, including tenant inspections, so that more of you can take part in them.

We will also:

- make sure we publicise and enforce our new procedure on pet ownership
- invest in our IT systems, so we can make sure we are recording all our activities, from fly tipping to neighbourhood inspections
- review our Estate and Tenancy Management policy to make sure we are delivering a comprehensive site management service, including health and safety in communal areas
- make sure our new approach to supporting victims and witnesses of ASB is working and that we tell you about it in a way that suits you.



**You said we did.
How tenants make a real difference**

You said you wanted us to do more to resolve neighbourhood disputes. Twelve members of staff have been awarded a professional qualification in mediation and conflict resolution.

Our tenants in the South East are significantly less satisfied with the condition of their communal areas. We have identified an additional budget of £1.2 million to spend by March 2012 on improving these and we are working with tenants to agree their priorities on how this money should be spent.

Performance measures – your neighbourhood and community

Neighbourhood satisfaction

Target	83%	
2011	81%	+1%
2010	80%	
How we compare to others		
Best	94%	
Average	78.9%	
Worst	64.8%	

Satisfaction with handling anti-social behaviour cases

10

Target	50%	
2011	43%	-3%
2010	46%	

Cost per home of providing Estate Management Services*

2010**	£115.38
How we compare to others	
Lowest cost	£39.60
Average cost	£146.20
Highest cost	£429.50

Cost per home of managing ASB

2010**	£29.31
How we compare to others	
Lowest cost	£3.67
Average cost	£41.55
Highest cost	£76.53

* Includes things like caretaking and cleaning.

** For cost comparisons, 2010 is the most up to date information available.

Value for money

In this section we talk about how we use your rent and how we achieve value for money (VFM).

Our offer

Our aim is to make the best use of resources.

To do this we aim to buy goods and services as economically as possible. We also review what we do and look for improvement in both quality and cost.

We tell you about the opportunities you have to influence the type and cost of services.

Last year we promised to...

Done it!



Finalise a VFM strategy and action plan to deliver our policy.

We have saved £1 million by changing how we manage supported housing. We have also cut our administration costs on things like IT and Finance by centralising and automating some routine activities, such as processing invoices.

Test new ways for tenants to help prioritise spend on services at a local level.

We developed a board game to allow tenants to help us agree priorities for our Corporate Plan.

We're working on it!



Offer a wider range of self-service options through our website.

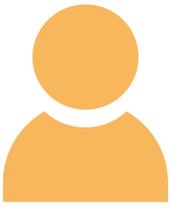
You can now report a repair and an ASB incident online but we want to add more services such as viewing your rent statement.

Set a number of performance targets that will help us cut costs and increase income.

We have reduced re-let times and rent arrears but not quite hit our targets.

Cut the cost of legal action on ASB cases by working closely with partners and reviewing legal services.

We are working with our partners but are still looking at our costs.



Did you know?

90% of tenants either have recommended or would recommend Riverside as a landlord.



Did you know?

We have saved £800,000 on purchasing goods and services in 2010/11 through the work of the central procurement team.



Did you know?

We spend less on IT and office costs than similar organisations.



Did you know?

We are delivering more effective outcomes for customers whilst keeping rents affordable. Since 2010, performance has improved or met target in seven of the Tenants' Top Ten – these are the measures that you have told us matter most to you.

Improvements for 2011/12

We need to do more work to understand our costs and how they compare to other organisations.

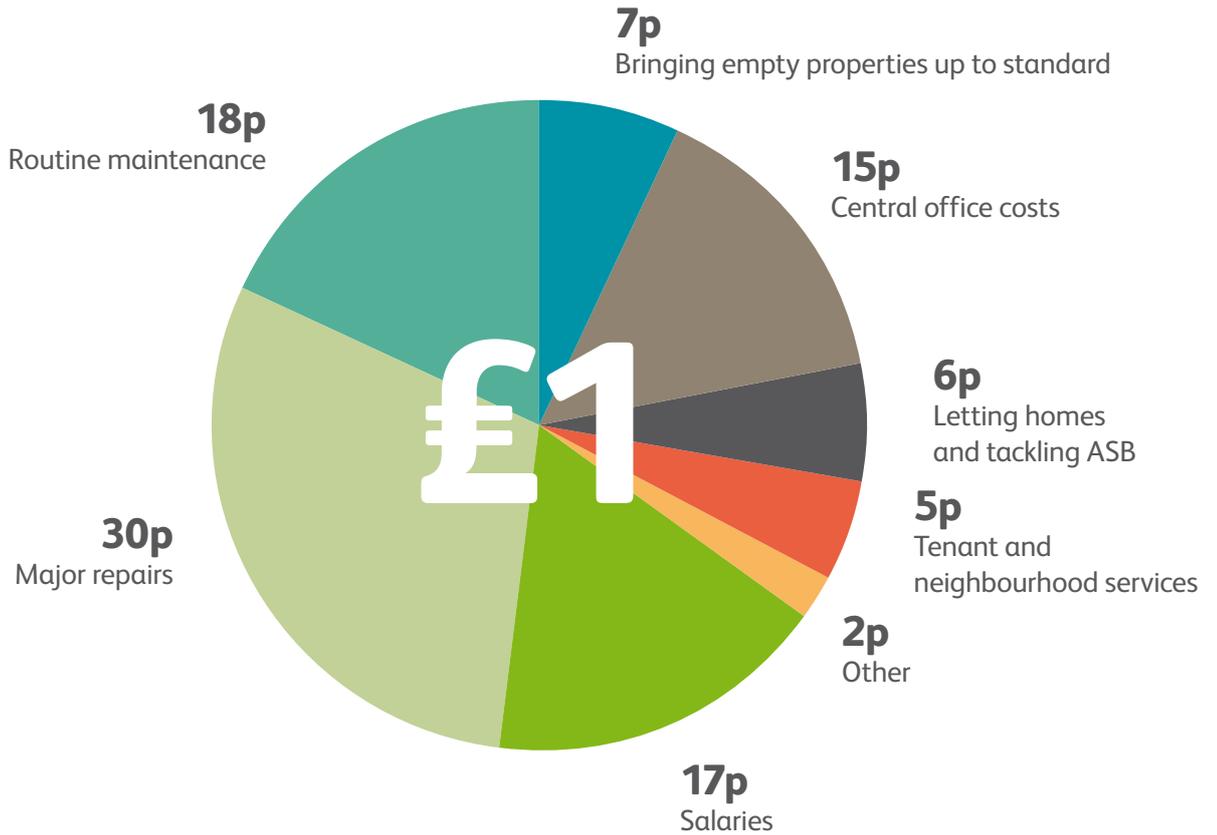
Although customers can report ASB, order a repair, give feedback on our services and view properties for rent on our website, we need to make progress on viewing rent accounts information online.

We need to find even more ways for tenants to be involved in influencing our work and setting priorities for spending and saving.

We will also:

- develop more proactive services as a way of using limited resources more efficiently. For example, we will be evaluating the annual property MOT (to carry out a number of routine repairs in a single visit) and developing a regular customer care visit to all tenants
- use an organisation called Housemark to compare what it costs us to deliver services and how well we perform compared to other landlords.

This is how every £1 is spent



Performance measures – value for money

Satisfaction that rent provides overall value for money

Target	78%	
2011	78%	
2010	78%	

Satisfaction that service charges are value for money

Target	62%	
2011	63%	+1%
2010	62%	

10

Average rent

2011	£76.02
2010	£72.44

How we compare to others

Lowest rent	£60.19
Average rent	£73.93
Highest rent	£110.25



Group Chair Paul Brant meets members of the Tenants' and Residents' Federation to endorse the report in advance of the Annual General Meeting.

Governance and financial viability

This section looks at how we make decisions and make sure Riverside is financially sound. For any organisation to deliver great services, it needs effective leadership. At Riverside this is the responsibility of the Group Board.

The Group Board:

- sets the direction of the organisation
- makes sure we operate within the law
- ensures we manage risks properly
- checks that we are accountable to the communities in which we work.

This is known as governance. There is a tenant on the Group Board and a second tenant who observes meetings. We also have local boards and committees made up of tenants, independent people who have particular skills and, in some cases, local councillors.

We regularly review our governance to ensure it continues to be effective. We comply with the National Housing Federation Code of Excellence in Governance. We chose this code because it is tailored to housing providers and is widely recognised as best practice. The role, responsibilities and accountabilities of the board, the chair and the chief executive were reviewed in 2010 and they comply with this code.

Is Riverside financially viable?

We need to manage our money and other assets carefully to keep services running. We take a robust and prudent approach to business planning and control, which ensures we satisfy the organisations that lend us money, so that we can protect ourselves from future money problems.

Performance income and spending are looked at regularly by the Senior Management Team, the Group Board and the Housing Services Committee, which involves members from local boards and tenants.

The TSA recently awarded us their highest rating for governance and viability.

Are you the new face of Riverside?

If you would like to see your picture on our brochures, booklets and website please get in touch using the contact information at the bottom of this page.

You don't have to be a family, you could be photographed with a friend, neighbours or on your own. As always, we would like to include as diverse a mix as possible, so we would encourage everyone to give it a go.

We will select entrants at random, although we may ensure we select some entrants to reflect the seven strands of diversity. Those selected will receive a framed print of one of their pictures and a high street gift voucher.

You will also be expected to sign a permission slip allowing Riverside to use your images on our brochures, booklets and website. We will not allow any other organisations to use your images. Photography sessions are likely to take place between April and August 2012.

If you would like to be involved please contact us at marketing@riverside.org.uk or write to us **FAO The Marketing Manager, Riverside, 2 Estuary Boulevard, Estuary Commerce Park, Liverpool, L24 8RF**



Where to get more information

If you would like more information about getting involved as a Riverside tenant, please visit **www.riverside.org.uk/getinvolved**

If you would like more information on this report, including a series of local summaries available by the end of the year, please visit **www.riverside.org.uk/annualreport**

Tell us what you think

We consulted with many tenants and residents to make sure that this report is clearly written, easy to follow and provides information that is important to you.

Did we get it right?

Please let us know what you think about this report by visiting **www.riverside.org.uk/annualreport**



If you need this information in another format (such as large print, audio or another language) please contact us.

 **0845 111 0000**

অনুবাদের জন্য আমাদের টেলিফোন করুন।

若需翻譯服務，請致電我們。

अनुवाद माटे अमने झोन करे

अनुवाद के लिए हमें फोन करें

ਅਨੁਵਾਦ ਲਈ ਸਾਨੂੰ ਫੋਨ ਕਰੋ।

Ina soo wac sidii aan kuu turjimno

Çeviri için bizi arayın

Jeżeli potrzebujesz tłumaczenia, zadzwoń do nas

اتصلوا بنا للحصول على الترجمة

برای ترجمه بما تلفن نمائید

Contact us



www.riverside.org.uk

email: info@riverside.org.uk

Customer Service Centre



24 hours a day, **365** days a year

0845 111 0000

With inclusive call packages or mobile phones,
it may be cheaper to call **0345 111 0000**



We are happy to accept **Typetalk** calls

Minicom: **0845 111 7766**

The Riverside Group Limited

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