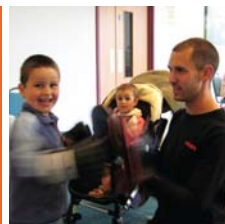
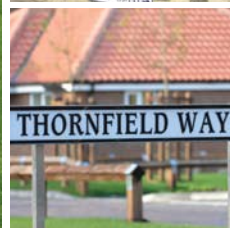




# COTMAN

Housing Association

## 2007 ANNUAL REPORT





## About Us

### Registered office

Cotman House  
53-57 St Martin's Lane  
Norwich  
NR3 3SA  
Telephone: (01603) 612927  
Fax: (01603) 766963  
Email: [office@cotman-housing.org.uk](mailto:office@cotman-housing.org.uk)  
Web: [www.cotman-housing.org.uk](http://www.cotman-housing.org.uk)

### Registered by

The Housing Corporation  
No. LO284  
The Registrar of Friendly Societies  
No. 19473R

### Details & Aims

Cotman Housing Association is a non-profit making housing association, registered by the Housing Corporation and having charitable status.

### Member of

The National Housing Federation

### Solicitors

Mills and Reeve, Norwich

### Auditors

Stephenson Smart & Co,  
Peterborough

### Internal Auditors

The Internal Audit Association  
(TIAA), Gosport

### Bankers

Barclays Bank PLC

“Cotman Housing Association exists to give people with housing needs the best possible choices.

We strive to provide our residents with appropriate homes, all designed, built and maintained to the highest possible standard.

And we aim to ensure that residents who need specialist housing care and support receive it effectively.”



Left to Right: Peter Shields, Bett Barrett, Sam Morton, Paul Watkinson, Sarah Dixon, Dawn Henry, Vivien Farrow, Neil White, David Hunt (not pictured Judith Tait and Tom Nall)



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# Chairman's Foreword

Cotman Housing Association has had another busy and successful year.

2007 has seen the completion of over £6 million worth of new development for us. In the summer, we were pleased to see the completion of 12 flats in a supported housing scheme in Great Yarmouth and, in October, another 27 affordable homes in Norwich were added to our portfolio. New developments for 07/08 include another much needed supported housing scheme and two more sites of affordable homes.

Once again, Cotman's performance in property management and maintenance remains impressive, with our planned maintenance programming meaning our homes are kept to a very high standard of repair.

The Board has settled into its new format and the recently formed Asset Management and Neighbourhood & Community Strategy Groups are thriving, allowing Board Members and staff to focus on the issues that really matter.

The Board was sorry to say goodbye to Antoinette Faulkner and Ray Thompson, who retired in May. Both were highly valued, long-serving members and we would like to thank them for their dedication over the past years. We were pleased to welcome Vivien Farrow, Sam Morton and Tom Nall to the Board. Following our rule changes, we are delighted that our Chief Executive, Vivien Farrow, is now an official Board Member, which was something we had wanted for some time. Sam has already put his vast experience of social services to good use. As a co-opted Resident Representative, Tom gave us a real insight into the highs and lows of being a tenant. Unfortunately, we were much saddened by his death in early 2008. He will be greatly missed.

Finally, as usual, I would like to thank all my fellow Board Members for their active contribution and continued support. My thanks also go to Chief Executive Vivien Farrow, her officers and staff, for their outstanding achievements in what is becoming an increasingly challenging sector in which to operate.



Sarah Dixon, Chairman



Sarah Dixon  
Chairman

“Cotman's performance in property management and maintenance remains impressive, with our planned maintenance programming meaning our homes are kept to a very high standard.”



## Key Statistics and Performance Indicators

Properties in management at end of year	2007	2006
General needs rented	1077	1046
Sheltered rented	101	101
Supported rented	38	26
Shared ownership	36	36
Leasehold for the elderly	62	62
Managed on behalf of others	46	41
<b>Total in management</b>	<b>1360</b>	<b>1312</b>

Tenanted accommodation (General needs & supported)	2007	2006
<b>Rents</b>		
Average weekly rent	£62.08	£59.88
Average increase in rent	3.68%	3.55%
Rent collection	98.59%	98.66%
Rent arrears (current)	5.65%	5.29%
Rent written off	0.74%	0.83%
Rent lost to vacant dwellings	0.76%	0.64%
<b>Lettings</b>		
Lettings	165	137
Re-let time (weeks)	3.3	3.5
Tenancy turnover (excluding move on accommodation)	9.2%	9.3%
Letting to BME households	6.2%	4.5%
<b>Management costs</b>		
Management costs per property	£637	£606
Maintenance cost per property	£301	£265
<b>Stock condition and repairs</b>		
Repairs notified	3139	3653
Routine repairs completed within target	99%	94%

The 2007 Housing Corporation **Key Performance Indicators** show Cotman to be in the top quartile of associations nationally for meeting the Decent Homes Standard, re-let times, minimising the number of properties vacant and residents' satisfaction with the way the Association deals with repairs and maintenance; this being evidence of the Association's commitment to delivering efficient housing management and maintenance services.

## Executive Team



**Chief Executive**  
Vivien Farrow  
*MBA MSc ACIAT*



**Finance Director**  
Quinto Gavita  
*FMAAT*



**Housing Services Director**  
Wayne Tatlow  
*BA (Hons) DipH MCIH*

# Chief Executive's Review

## Board of Management

The Annual General Meeting in May 2007 saw the re-election of Sarah Dixon as Chair of the Board of Management, David Hunt as Board Vice-Chair and Peter Shields as Chair of the Audit Committee.

Former Chair Antoinette Faulkner retired from the Board at the AGM, as did Ray Thompson, who had served for many years as Chair of the Association's Development Committee and Board Development Champion.

Sam Morton was elected to the Board at the AGM, when Tom Nall was co-opted as Resident Representative. Chief Executive Vivien Farrow also joined the Board at the AGM as the Association's first Executive Board Member.

Successful Board Member training events during the year included Housing and Employment Law, Development Sustainability, Finance, Business and Long Term Planning and The Tenant as Consumer.

## New Homes

Dr Ian Gibson, MP for Norwich North, officially opened the Association's development of 27 affordable homes at Thornfield Way in Norwich in October 2007.

The £3.5 million scheme was built in partnership with Norwich City Council, which provided local authority grant by way of recycled land cost. The Housing Corporation also part funded the scheme, with a grant of £1,124,000.

A £2.6 million supported housing scheme of 12 self-contained flats together with communal facilities in Great Yarmouth was taken into management in the summer, part funded with grants of £250,000 from Great Yarmouth Borough Council and £1,085,000 from the Housing Corporation.



Ray Thompson, Sarah Dixon, Antoinette Faulkner



Board Training



Thornfield Way Opening



The £3.5 million scheme was built in partnership with Norwich City Council, which provided local authority grant by way of recycled land cost.



## Chief Executive's Review



bpha and Cotman Chief Executives  
John Cross and Vivien Farrow

### Partnership Working

Cotman believes that through strong partnership working, smaller housing associations can continue to play a valuable role in both housing management and the provision of affordable new homes.

### Iceni Homes

Iceni Homes Limited is a joint venture development company wholly and equally owned by Cotman and its two joint venture partners Colne and Suffolk Housing Societies, based in Colchester and Bury St Edmunds respectively.

Now in its fourth year, Iceni Homes has proved very successful in delivering the development programmes of its three member associations, and also made a significant operating surplus, which was gift aided back to the sponsoring associations at the end of 2007, Cotman receiving over £60,000.



### Key Communities Development Partnering with bpha

Cotman is a member of Key Communities, a development partnership of seven like-minded, independent housing associations led by bpha, an investment partner of the Housing Corporation.

Key Communities only exists in order that its members can grow and build successful, thriving neighbourhoods – places where people want to live.

Collectively the Key Communities associations have unrivalled expertise in the sector and between them own and manage more than 20,000 homes, providing a diverse mix of affordable housing and other services across the Eastern Counties.

Originally formed as a development partnership the member associations increasingly recognise the benefits of joint working in other areas. A key aim is to develop opportunities for cross organisation training and development programmes, as a result of which key members of Cotman's management team have joined staff of bpha on a Management Development Programme.



Iceni Homes Development Consultation

Successful conferences for Key Communities board and staff were held during the year, with environmental sustainability a key focus.

## Eastern Procurement Consortium

Cotman is one of eight housing associations from the Eastern region participating in the Eastern Procurement Consortium, formed with the aid of a DCLG grant to take advantage of the economies of scale in working in partnership on property improvement programmes.

Work is expected to commence in 2008 and will be implemented over the next four years. By joining together, the Consortium partners expect to achieve better value in terms of efficiency and buying power than any single organisation could achieve on its own.

## Residents' involvement

The Residents' Forum Panel met regularly through the year, with input into key issues, including the use of Starter Tenancies, which, following further consultation with all residents, were introduced in August 2007.

Residents took part in the NHF STATUS Survey of resident satisfaction. Survey results indicated a 4% increase in overall resident satisfaction, with satisfaction levels higher than the national average in all but one area, and with the repairs and maintenance service in particular.

The STATUS Survey concluded that:

*"Cotman's residents are pleased with their homes and the services provided by their landlord"*

## Communication

The Association presented a fresh corporate image in 2007. A new logo was announced in May to coincide with the launch of the Association's new website, which has been redesigned and extended to increase the amount of information available to our residents and other stakeholders.

The new website incorporates 'Browsealoud,' an innovative assistive technology that enables visitors to have the content read aloud. This new service has greatly increased accessibility, not only for those with visual impairments, but also for those with literacy difficulties and those that do not speak English as their first language.



The new website incorporates 'Browsealoud,' an innovative assistive technology that enables visitors to have the content read aloud.





## Summary of Financial Statements

For the year ended 31st December 2007 (from the Audited Annual Accounts)

### Balance Sheet as at 31st December 2007

	2007	2006
	£'000	£'000
<b>Fixed Assets</b>		
Housing properties – depreciated cost	54,932	50,896
Less: Social Housing Grants	(30,146)	(28,514)
Net book value of housing properties	<u>24,786</u>	<u>22,382</u>
Other tangible fixed assets	818	811
	<u>25,604</u>	<u>23,193</u>
<b>Current Assets</b>		
Stock	-	1
Debtors and prepayments	1,030	403
Cash at bank and in hand	1,691	1,456
	<u>2,721</u>	<u>1,860</u>
<b>Creditors</b>		
Amounts falling due within one year	(4,215)	(1,396)
<b>Net Current (Liabilities)/Assets</b>	<u>          </u>	<u>          </u>
	(1,494)	464
<b>Total Assets Less Current Liabilities</b>	<b>24,110</b>	<b>23,657</b>
<b>Creditors</b>		
Amounts falling due after more than one year	14,993	14,662
<b>Capital And Reserves</b>		
Negative goodwill	121	127
Revenue reserve	6,696	6,673
Designated reserve	2,300	2,195
	<u>          </u>	<u>          </u>
	9,117	8,995
	<b>24,110</b>	<b>23,657</b>

## Income and Expenditure Account

	2007 £'000	2006 £'000
<b>Turnover</b>	<b>4,527</b>	<b>4,168</b>
Operating costs	(3,417)	(2,928)
<b>Operating Surplus</b>	<b>1,110</b>	<b>1,240</b>
Surplus on property sales	66	31
Interest receivable	53	64
Interest payable and similar charges	(1,101)	(1,000)
<b>Surplus For The Year</b>	<b>128</b>	<b>335</b>

### Housing Corporation Assessment

The Association's Housing Corporation Assessment was reviewed and reissued in August, and continued to award the Association green lights in all four areas of assessment, namely: Viable, Properly Governed, Properly Managed and Development.

The assessment demonstrated that Cotman met or exceeded the required standard across all the categories which were assessed, and indicated that the Association provides a high quality management service to its residents in Norfolk and Suffolk. It is evidence that through strong partnership working, smaller housing associations can continue to play a valuable role in both housing management and the provision of affordable new homes.

### Board Member Payment

Following extensive consultation during the year, it was agreed that Board members would receive a modest annual payment, in acknowledgment of their responsibilities and contribution. This payment was introduced with effect from July 2007, with the total amount payable to members during 2007 being £7,500.

### Senior Executives' Emoluments

The remuneration package received by the highest paid executive of the Association, excluding pension contributions, was £77,074. Three further staff members received remuneration packages, excluding pension contributions, totalling £143,241.

Through strong partnership working, smaller housing associations can continue to play a valuable role in both housing management and the provision of affordable new homes.





# Board of Management



The Residents' Forum is structured to allow residents the opportunity of participating in the consultation process in a number of ways.



## Board Review and Recruitment

The Board conducts an annual review of its own strengths and weaknesses, to identify any areas of expertise that are under-represented, and appraises its overall effectiveness and the added value it brings to the Association.

Individual Board Members participate in a review exercise with the Board Chair, with individual development and training targets set.

Board recruitment is primarily through advertising campaigns, specifically targeted towards recruiting any particular person profiles identified by the Board's review.

## Governance

The Association has adopted the National Housing Federation's code of practice on governance "Governance and Accountability 2004" and aims to comply with it fully.

Further details of any information that the Association is required by the code to disclose, that is not given fully in this report, can be obtained on written application to the Chief Executive.

## Resident Representation

The Residents' Forum is structured to allow residents the opportunity of participating in the consultation process in a number of ways.

The wider membership of the Forum mainly participates through written consultation. In addition, an inner core of members makes up the Residents' Forum Panel, which meets quarterly.

There are seats on the Board for two Forum Panel Members, usually held by the Chairman and Vice-Chairman.

## Board Membership Policy

There are twelve seats on the Association's Board of Management, two of which are reserved for Tenant Members, and one for the Chief Executive, who serves as an Executive Member.

Full Members of the Board are elected at the Annual General Meeting, and must be shareholders of the Association.

There are limits both on the length of time any individuals may serve as Chairman of the Board or its Audit Committee, and the period they may remain on the Board of Management without re-election.

## Shareholding Membership Policy

The Board of Management considers applications for shareholding membership from individuals and organisations on the basis of the potential value the applicant's skills, knowledge or experiences may bring to the Association.

Officially recognised Residents' Associations from Cotman Estates are actively encouraged to become corporate shareholding members of the Association. Tenant groups or individual Cotman residents may hold up to 25% of the active shares in the Association.

Further details of shareholding membership can be obtained on written application to the Chief Executive.

Board members participate in a review exercise with the Board Chair, with individual development and training targets set.



2007 AGM

Member	Occupation	Joined Board
<b>Chairman</b> Mrs S Dixon <i>MRICS</i>	Chartered Surveyor	2001
<b>Vice-Chairman</b> Mr D Hunt <i>ARIBA MBA</i>	Chartered Architect	2005
<b>Audit Committee Chairman</b> Mr P Shields <i>ACIB</i>	Retired Investment Banker	2004
<b>Residents Forum Panel Chairman</b> Mr P Watkinson <i>MIME (co-opted)</i>	Tenant Representative	2002
Mrs E Barrett <i>MSc BA (Hons) RGN RHV DNCert Cert Ed</i>	Clinical Trials Manager	2004
Ms D Henry <i>SEN</i>	Chief Executive Young Person's Charity	2000
Mr T Nall <i>(co-opted)</i>	Tenant Representative	2007
Mr S Morton <i>BA DSA DASS CQSW</i>	Retired Senior Manager Social Services	2007
Mrs J Tait <i>Dip Ed</i>	Residential Landlord	1996
Mr N White <i>FCA</i>	Chartered Accountant	2006
<b>Executive Board Member</b> Mrs V Farrow <i>MSc MBA ACIAT</i>	Chief Executive Cotman Housing Association	2007



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INVESTOR IN PEOPLE

**RESPECT  
STANDARD  
FOR HOUSING  
MANAGEMENT**

 **business for neighbourhoods**

