

# ANNUAL REPORT

## Welcome

Each year we aim to tell you about some of the work that Freebridge has been involved with over the last year to help improve our accountability and transparency.

Feedback we received from a number of you following the last annual report suggested that you'd prefer us to take a more visual approach using less text, so that's what we tried to do this year. Do let us know what you think!

Finally a quick thank you for your support in helping Freebridge do what it does, particularly to those of you who provide us with feedback to help us to improve the services we provide, so we can in turn be the very best we can be.

**Tony Hall**  
Chief Executive  
Freebridge Community  
Housing



we received a G1/V1 rating from the Regulator of Social Housing



properties were managed by Freebridge across West Norfolk



of our tenants told us that they were satisfied or very satisfied with the services we provide



was invested in new homes across West Norfolk



was spent on repairs and maintenance on our existing homes

# YOUR HOMES

As our mission statement makes clear Freebridge is committed to 'Developing homes and creating opportunities for people within West Norfolk'.

We understand that while developing and acquiring much needed new homes is important, we also understand that the maintenance and upkeep of our existing housing is just as important to you.

Here's some facts and figures to tell you more...



the total number of homes that Freebridge managed over the last year



number of homes we've developed or acquired



number of homes refurbished in the fourth phase of work at Hillington Square



number of homes bought from us through the Right to Buy and Right to Acquire process



we completed over  
**22,000**  
repairs over the year

**99%**  
of our repairs were completed on time

**75%**  
of our tenants were satisfied with our repairs service

Freebridge spent  
**£1.1m**  
on planned repairs and maintenance (our budget was £1.5m)



of our homes met the Government's Decent Home Standard



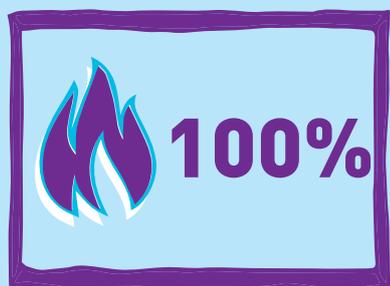
481 homes were let to new tenants in the last year



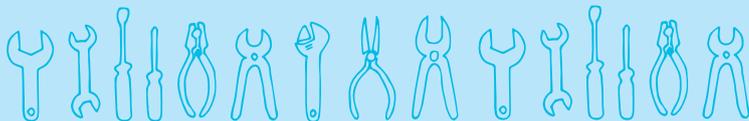
69 sheltered scheme homes were let during the year



412 general needs homes were let during the year



of our gas safety checks were completed in the last year



the number of days on average it took us to re-let properties

# YOUR FEEDBACK

At Freebridge we understand from the feedback that we receive from our customers, employees, partners and stakeholders that we do a lot of things really well, but could also do some things even better.

It is enormously important to us that we provide the very best services we can while developing homes and creating opportunities for people in West Norfolk, so please do take the opportunity to let us know how we're doing!



**85%**

of our customers were satisfied overall with the service we provide



**75%**

of our customers were happy with our repairs service



**81%**

of our customers were happy with our rent and service charges



**75%**

of our customers were happy with their home



**81%**

of our customers were happy with their neighbourhood



**81%**

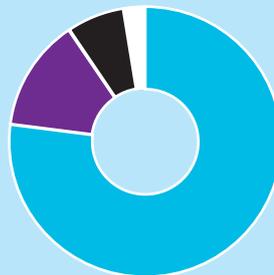
of our customers were happy with how they are kept informed

We understand that there will be times when we haven't provided you with the level of service that you should expect from us, and when this happens, we have a complaints process where we try our very best to resolve the problems that sometimes do happen.

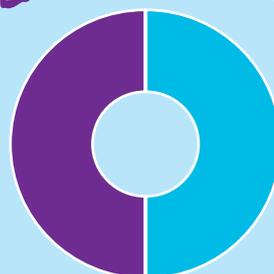
We also try to learn from the complaints we received examples of our learning last year include:

- Key information to be added to job tickets to ensure we avoid times such as the school run when requested from tenants.
- All operatives vans to be stocked with a fireman's key so that we can get into the communal areas without needed to be let in from the intercom system.
- Operatives need to follow the pre-inspection procedure as laid down, and schedulers should be pro-actively rebooking appointments when operatives are off sick.
- We need to provide clearer communication to tenants about the processes involved in the completion of external works.

Quarterly reports on the feedback we receive, including any learning that we make as a result, are available on our website. You can view these by visiting: [www.freebridge.org.uk](http://www.freebridge.org.uk)



- Customer service 77%
- State of property 12%
- Staff attitude 8%
- Freebridge policy 3%



- Customer service 50%
- Staff attitude 50%

# OUR COMMUNITIES

Freebridge is an organisation that puts the community at the centre of everything we do, and as such we are committed to supporting our local communities in any way we can.

Throughout the year we look out for opportunities to support communities and the activities going on in West Norfolk, and as a result have supported many projects and events that have a direct and positive impact on both our tenants and the wider community.

Some of these have included...



Freebridge continued to support the Love West Norfolk campaign that helps to encourage growth, investment and tourism in West Norfolk



was donated to seven community groups who are helping make a difference across West Norfolk through the Freebridge Community Fund



Freebridge were once again proud to be involved in KLFM's Local Hero Awards, sponsoring the Good Neighbour award



was raised by employees at Freebridge through a range of fundraising activities and donated to the King's Lynn Foodbank



Freebridge continue to support the enormously popular Festival Too through sponsorship with them



our Placeshaping team continue to work out and about in West Norfolk and also support a large number of community groups who work from our Providence Street Community Centre and the Discovery Centre in North Lynn, which Freebridge bought at the start of the year

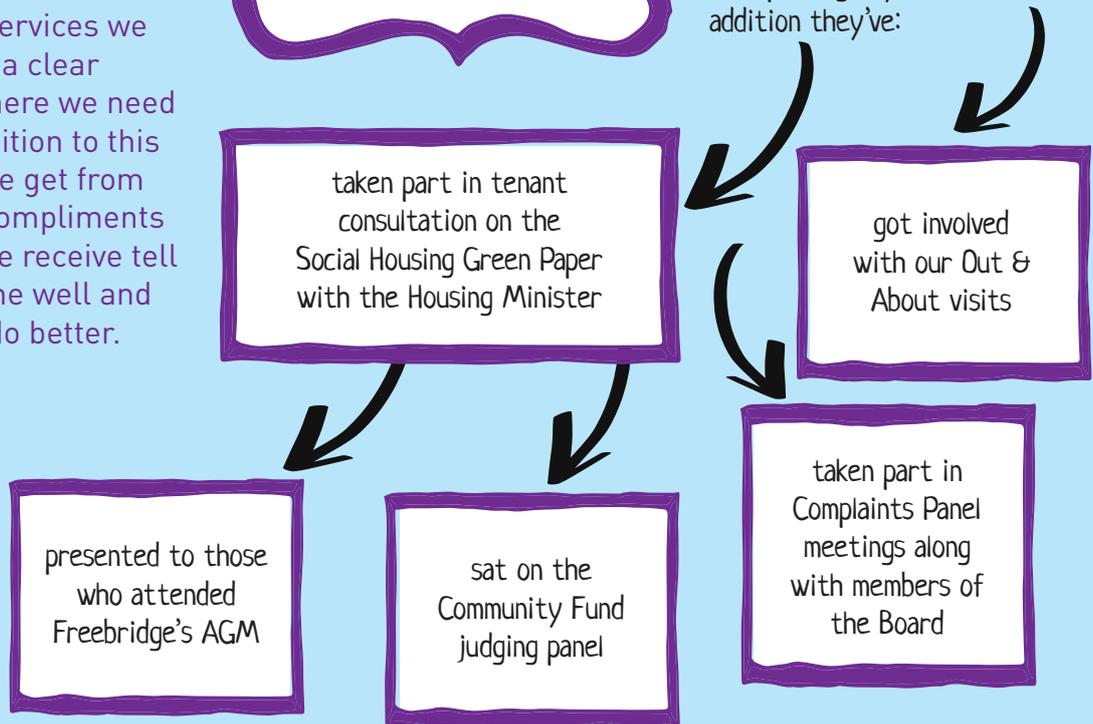
# DOING MORE AND GETTING BETTER

At Freebridge we understand that getting better at the things we do is enormously important to our tenants.

The feedback we receive from you tells us how satisfied you are with the services we provide, giving us a clear understanding where we need to improve. In addition to this the information we get from you through the compliments and complaints we receive tell us what we've done well and what we need to do better.

## THE FREEBRIDGE TENANT PANEL

Throughout the year Freebridge work with the Tenant Panel. The Panel is made up of up to 12 members and meets on a regular basis to look at different projects and consider ways of improving key areas of work. In addition they've:



during the year we also worked with TPAS - the leading tenant engagement organisation in the UK - to look at how tenant engagement at Freebridge could work in the years ahead

## OUT & ABOUT

and of course we continued to visit many of you in your own homes through our Out & About programme

# FINANCE

At Freebridge we look to balance our financial stability while at the same time providing good quality services that offer real value for money to our tenants.

We take a broad view of value for money as we understand that as a community housing provider we have social and environmental responsibilities as well as financial ones.

We work to maintain a good relationship with our main funder, the Royal Bank of Scotland, which helps make sure they continue to support our financial plans for the future.

If you want to find out more about Freebridge's finances, our Statutory Accounts are available in full on our website at: [www.freebridge.org.uk](http://www.freebridge.org.uk)



Freebridge spent  
**£5.0m**  
on management costs  
(we spent £4.5m  
in 18/19)

Freebridge spent  
**£2.4m**  
on service costs  
(we spent £2.5m  
in 18/19)

Freebridge spent  
**£13.4m**  
on repairs and maintenance  
(we spent £10.2m  
in 18/19)

Freebridge spent  
**£0.04m**  
on bad debts  
(we spent £0.05m  
in 18/19)

Freebridge spent  
**£4.8m**  
on depreciation of  
housing properties  
(we spent £4.6m  
in 18/19)

Freebridge spent  
**£0.2m**  
on depreciation of  
other fixed assets  
(we spent £0.2m  
in 18/19)



Major repairs spend  
per property



Maintenance spend  
per property



Management cost  
per property



Service charge cost  
per property

