

Customer report

**WORKING BETTER TOGETHER
FOR OUR RESIDENTS**

2023/24



OUR VISION

Making London home

Our vision for Notting Hill Genesis, making London home, is our response to the housing crisis in London. We are committed to working better together to provide good quality homes to enable our residents to live their lives well.





OUR MISSION

Working
better
together
for our
residents

Our story

A home provides the basis for a stable and healthy society, but the capital's housing crisis means that for too many Londoners, a home is out of reach.

We're a not-for-profit organisation with a focus on providing quality homes at below market rents for people who would otherwise struggle to afford them. We are both a landlord and a developer, with more than 60,000 existing homes and plans to build 3,000 more over the next five years. We engage in commercial activities and any surpluses we produce support the provision of homes at below market rents across the capital.

Founded in the 1960s to address slum conditions in west London, we're now one of London's largest charitable housing associations and a leading advocate and trusted partner to local councils and government. Our aim is to give Londoners a base and community from which to achieve their potential.

Powered by £770 million of investment into our homes over the next 10 years, and guided by our Better Together strategy, we're on a mission to improve how we deliver even better quality homes, connections and places for our 130,000 existing residents. Alongside working better together for our residents, we'll also continue to build and develop new and more affordable homes, so that more people can continue to make London home.





About this report

This report concentrates on issues that directly impact those who live in our homes and use our services. It includes information about how we're performing against new consumer standards introduced from 1 April 2024. Set by the Regulator of Social Housing, the consumer standards include a requirement for all social housing providers to report performance against a specific set of tenant satisfaction measures. Our results are covered in this report alongside other internal metrics.

Our customer report is complemented by two other annual publications, relevant both to investors and other stakeholders, including residents, our most important customers. Our annual report and financial statements document focuses on financial performance to reassure our funders that their investments are sound. At the same time, it demonstrates the vital contribution those investments make to our residents' lives. Our environmental, social and governance report shows how we continue to provide genuine social value, including through the introduction of more sustainable practices to tackle climate change.



All publications are available on our website at www.nhg.org.uk/publications.

Welcome from our chief operating officer



The title of this report, *Working Better Together for Our Residents*, echoes the mission set out in our new corporate strategy, which we published in summer 2023. The report replaces our previous annual standards publications and supports a new requirement from the Regulator of Social Housing that we publish our performance against defined tenant satisfaction measures.

It also covers some of the progress we made during 2023/24 to improve your experience through better connections, better homes, and better places, the three strategic objectives of our Better Together strategy.

Much of our activity this year has focused on establishing the foundations of a more resident-focused and sustainable way of working. We have transformed our operations functions, which included a significant investment in a new customer experience department and dedicated teams to improve how we manage issues such as service charges, repairs and complaints.

This is a significant change, but we still have a long way to go to improve your satisfaction. I am confident our new systems and processes will, over time, deliver a considerably better service.

We've also worked with many of you to ensure our engagement and involvement offer matches what you need from us. As I write, we are going through applications from more than 300 of you who

are interested in becoming part of our new resident forum, which is a great endorsement for our new approach.

Residents Emma-Louise Stewart and Symmie Swil were recruited to our group board as non-executive directors during 2023/24. They will be instrumental in the new involvement model, ensuring resident voices are heard at the most senior levels of our organisation. Emma-Louise and Symmie replace Stephen Bitti and Arike Oke, both of whom stood down from the board this year. Both Stephen and Arike were powerful advocates for residents and leave a significant legacy. I am grateful to both for their considerable contributions and wish them well for the future.

We are clear that our focus must be on the 130,000 of you who live in one of our homes now. To ensure we can invest as we must to improve your homes and the services we provide to you, we recently made the difficult decision to temporarily scale back our new homes programme.

We are not stopping building new homes completely. Providing homes that Londoners can afford whatever their personal circumstances is core to the social purpose that motivates us now just as it did our founders in the 1960s. But the challenging financial

climate is making it harder for not-for-profit organisations like us to invest in new homes without compromising services to existing residents. Over the next five years, we plan to build an average of 600 new homes each year. This is lower than our original target of 1,000 new homes a year, but still supports our vision of making London home and playing our part in addressing the capital's housing crisis.

Reducing our new homes programme means we've been able to increase the amount we plan to spend on improvements for you, our current residents, from £500 million to £770 million over the next 10 years. I am hopeful that this investment will provide you with safe, warm and comfortable homes, not only improving your satisfaction, but also reducing the need for costly disrepair work in the future.

I know that there is more we need to do to address the issues that matter most to you. Delivering for you will take time, but I am confident that we have made a good start and am looking forward to building on that and working better together for all of you now and in the future.

Katie Bond
Chief operating officer

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Transparency, influence and accountability

This standard requires all registered providers of social housing to collect and report annually on their performance using a core set of defined measures. These are called tenant satisfaction measures and are designed to provide residents with greater transparency about their landlord's performance.

This standard fits well with our strategic objective around better connections.

Strategic objective	Core outcomes
Better connections	We really listen to our residents and act in response



I would like to thank my housing officer for the number of things dealt with over the last year.

Tenant satisfaction measures

The tenant satisfaction measures focus on five main areas:

- Keeping properties in good repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints
- Responsible neighbourhood management

There are 22 measures, 12 of which come directly from resident surveys and 10 from information we measure and hold ourselves. Together they have been designed to raise standards and improve the quality of social housing by ensuring we are accountable for the services delivered to you.

How we collected tenant satisfaction data

We commissioned an independent survey company to carry out our tenant perception survey in four phases during 2023/24. We gathered **3,254** different survey responses, and all are included in our published results. As well as sharing our results from all residents, we break the information down into two key groups called low-cost renters and low-cost homeowners.

Low-cost renters and low-cost homeowners are the two groups of residents for whom we have to submit scores against tenant satisfaction measures to our regulator. Low-cost renters are residents who live in general needs, supported, intermediate rent and temporary social housing. Low-cost homeowners represent shared owners who have not yet purchased a 100% share in their home, so pay us rent for the proportion they don't own.

This report also provides performance data for residents not included in those two groups, as well as a composite score that includes all residents.

Where to find our performance data

Results of all tenant satisfaction measures are included throughout this report, which covers the 2023/24 financial year from 1 April 2023 to 31 March 2024. We've also used other performance data to provide a broader picture. Tenant satisfaction measures reflect residents' perception of our service so differ from our transactional survey responses, which means that considering both is useful.

Alongside this report, you'll find our annual performance against tenant satisfaction measures on our website. The website additionally provides quarterly updates using measures selected based on resident feedback and drawing on the most recent available information. That data is thoroughly reviewed by our performance team and then scrutinised by our senior leadership teams and executive board to ensure accuracy before publication.

We launched a new website in January 2024, organised with residents at its heart, linking together content and focusing on what customers need to find. To achieve that, we reviewed, rebuilt and streamlined content from our previous site to ensure the new platform is more useful and easier to navigate. A small group of residents helped us to test and check the site before it went live.

The updated website is divided into four sections covering your home, your community, your next home, and help and advice. There's also a separate area for more corporate, non-resident audiences.

The new site additionally offers increased security and is future-proofed to enable us to continue to improve our digital service to residents.

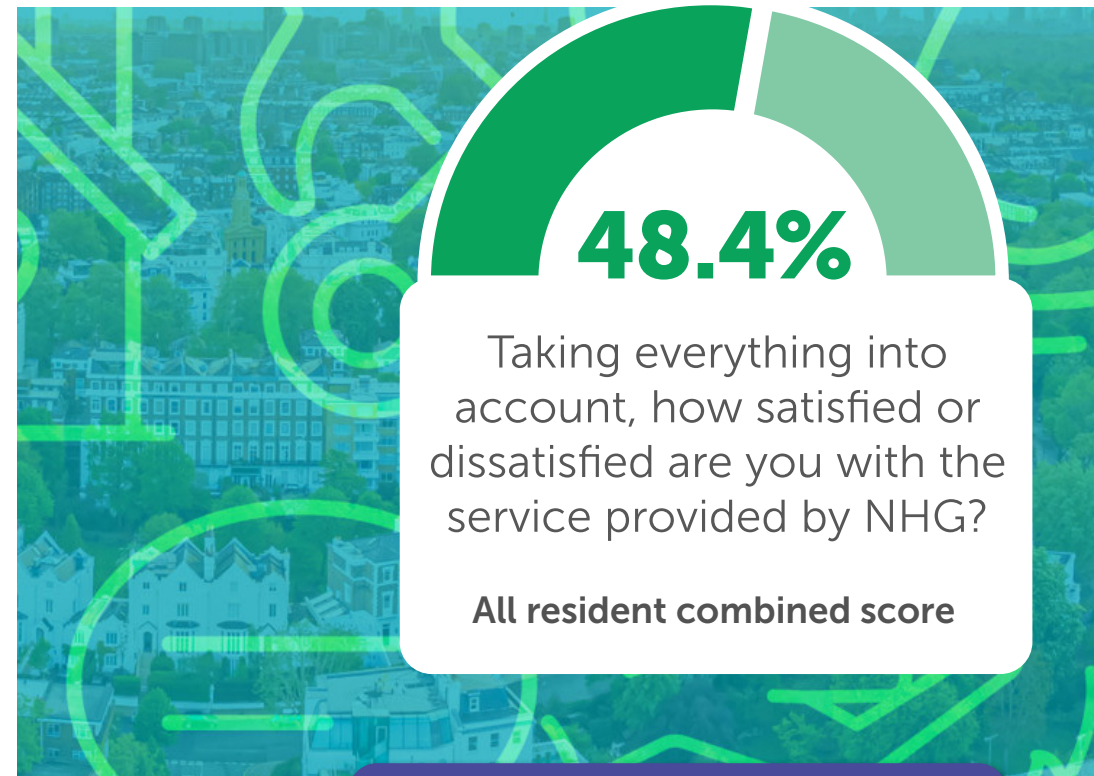
News and other updates published on the website are collated every other month into an e-bulletin called Connections, which we send to all residents for whom we have an email address. For residents who prefer to receive information in hard copy, we produce a physical magazine version of Connections twice a year.

Tenant satisfaction measure – overall satisfaction

We measure overall satisfaction internally based on satisfaction with a service received. For 2023/24, that figure was **74.6%**, a slight decrease from the 76.4% of residents who told us they were satisfied with a service received during the previous year.

The tenant satisfaction measures report overall satisfaction based on responses to a general perception question: 'Taking everything into account, how satisfied or dissatisfied are you with the service provided by Notting Hill Genesis?'

At **48.4%**, our result for 2023/24 is disappointing, but reinforces the need for us to shift our organisational focus so all of us are truly prioritising providing a great service to residents as set out in our Better Together corporate strategy. We have made progress during the year, but know that we have more to do.



CASE STUDY:

Your say in performance reporting

We've worked closely recently with a small task-and-finish group of residents to better understand how we should report on our own performance measures and how best to present them in a meaningful way for other customers.

Over two workshops, residents gave lots of useful feedback to ensure that the performance information, language and explanations were clear and accessible and that there was a mechanism for them to ask questions about the data we publish. They also suggested we look into presenting data split by borough too.

The results of this work are a new performance page on our website, focusing on the eight areas identified as priorities by the resident project group:

- Satisfaction
- Complaints
- Repairs
- Service charges
- Planned investment
- Anti-social behaviour
- Compliance
- Rent arrears and income collection



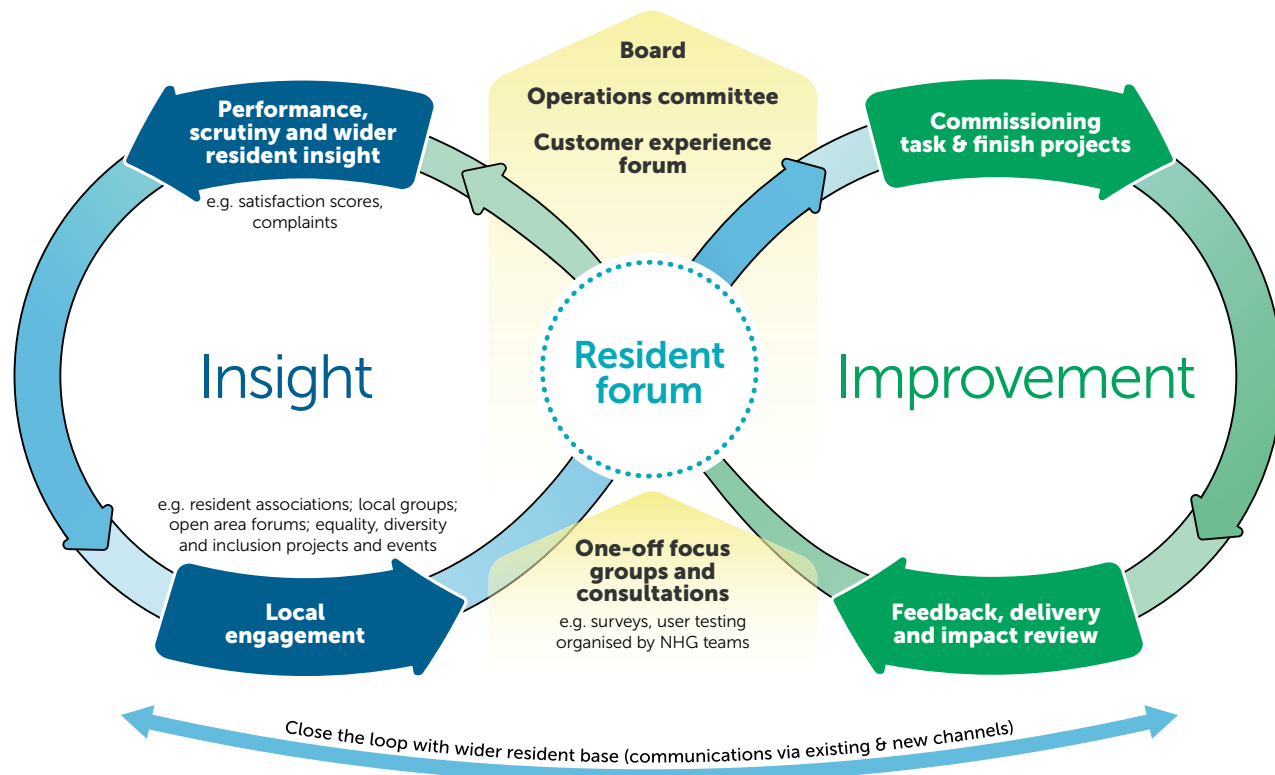
Influencing decision-making

Our new resident forum

During 2023/24, we set up a new resident forum to provide scrutiny and oversight of our various customer involvement activities.

The forum meets once a quarter and is chaired by a non-executive member of the group board who is also a resident.

It reports into our operations committee, a formal sub-committee of the group board. From autumn 2024, we'll present core performance data, including tenant satisfaction measures, to every meeting of the resident forum so that they can commission customer-led project work to identify opportunities to improve performance and experience of key services.





Notting Hill Genesis Resident Involvement & Engagement

We have two teams within our customer experience department focusing on resident involvement and engagement. Our engagement team oversee community outreach, events, meetings, insight and listening. Our involvement team focus on resident project groups which either provide scrutiny or undertake task-and-finish activities, working with colleagues to make improvements to services and overall customer experience. The table below covers the work of both of these teams.

Over the course of 2023/24, we consulted with residents to develop a new and improved involvement offer, aiming to bring in new voices, be more inclusive and create positive, focused spaces for collaboration between residents and staff. The changes were developed in response to resident feedback, the new consumer standards for the sector, and to help increase the representation of our residents in our engagement and involvement activities.

The new involvement offer, which was introduced on 1 April 2024, focuses on projects and activities that deliver more strategic and measurable outcomes for residents and their homes. It will support task-and-finish activities and one-off projects or consultations as well as local engagement opportunities, with groups reporting outcomes and actions to our resident forum for scrutiny and oversight. Chaired by board member Emma-Louise Stewart, who is a resident, the forum feeds into our operations committee, a sub-committee of the group board.

Tenant satisfaction measure results – respectful and helpful engagement



	2023/24	2022/23
Number of all involvement activities	101	117
Number of participants	1,007	1,159
Overall completed recommendations	302	240
Number of new involved residents	143	112
Recommendations which link to three or more principles of the Together with Tenants charter	90%	74%

Effective handling of complaints

During 2023/24 we received **6,303 complaints**, including quick fixes where issues are resolved to the resident's satisfaction without the need for a formal response. Although a decrease from the 9,185 complaints received in 2022/23, a greater proportion of complaints this year have been dealt with at stage one rather than as quick fixes – **52%** in 2023/24 compared to 40% in 2022/23. That increase suggests that causes of initial dissatisfaction are less easily resolved than previously. Of the 3,298 complaints logged at stage one, 555 were escalated to stage two.

The more complex nature of many complaints meant that we met our response target for stage one complaints of 10 days for only 58.3% of cases. For stage two cases, where our response target is 20 days, we responded in time for 42.6% of cases.

The housing ombudsman recorded **165 cases** for 2023/24 where one of our residents had asked them to advocate on their behalf to progress a complaint through our process. The ombudsman recorded a total of **446** findings against those cases, of which 260 (58.3%) were detrimental – a finding of severe maladministration, maladministration or service failure.

We were required to pay £179,664 in compensation relating to these 446 findings, a significant increase from the £27,593 paid in 2022/23.

Analysis both of complaints and ombudsman determinations has identified recurring themes and systemic issues. Those relate to delays in completing repairs and follow-up work, communication breakdown, inconsistent documentation and handover, and considering individual needs and vulnerabilities.

To address those issues, we are enhancing our customer insight and complaints function as part of our new operating model (see page 8) to allow us to conduct detailed root cause analysis and deep dives, giving us further insights into how we improve customer experiences. We also have a newly established customer journey team, who take such insights and look at improving the repairs and service charge journeys.

Further detail is available in our full complaints report for 2023/24 on our website alongside our self-assessment of how we're performing against the housing ombudsman code of conduct.

Tenant satisfaction measure results – effective complaints handling



55.8

Number of stage one complaints received per 1,000 homes

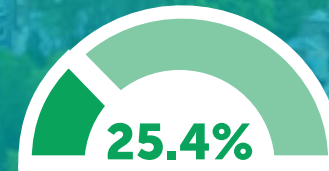
Combined score low cost rental and homeowner



9.2

Number of stage two complaints received per 1,000 homes

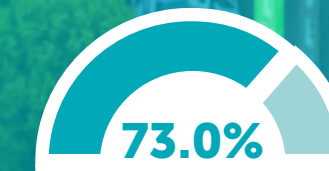
Combined score low cost rental and homeowner



25.4%

Have you made a complaint to NHG in the last 12 months? If yes, how satisfied or dissatisfied are you with NHG approach to complaints handling?

All resident combined score



73.0%

Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales

Combined score low cost rental and homeowner



74.2%

Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales

Combined score low cost rental and homeowner

CASE STUDY:

Meeting the housing ombudsman

In August 2023, we hosted housing ombudsman Richard Blakeway for a question and answer session with residents, a good example of how we are working to ensure respectful and helpful engagement with our residents.

It was the first all-resident event we had held on that scale for some time, with about 60 residents attending in person and another 150 having booked to attend online. The session involved teams from across our organisation, including representatives from customer experience and resident involvement, communications and housing. Our chief executive and other senior leaders were also on hand to speak directly with our residents and address concerns with the help of operational colleagues.

We weren't able to deal with every question raised at the event, but subsequently published a list of all the questions and responses for each.



In the last two years we have seen remarkable changes and improvements here at Factory Quarter. We are very happy living here as management and services are now very good.

Mark has been very thorough with repairs to my house. He has followed up with me to keep the repair requests up to date and checked when more work was needed. Very happy with the service.

I had a blocked sink which I reported on My Account. But I had to call in to change the date of the appointment. From the repair team which helped me change my appointment to the follow-up call I received and the engineer that attended the job it was a 10 plus all round. I am so grateful to every step of this process. Thank you all so much. The engineer did a wonderful job too.

Tenancy standard

This standard covers outcomes social landlords must deliver about the fair allocation and letting of homes and how tenancies are managed and ended by landlords. The requirements of this standard link primarily to our strategic objective around better connections.

Strategic objective

Core outcomes

Better connections

Residents feel safe in their homes (including place)

Housing costs are fair, predictable and easy to pay

Our tenancies

We house more than **130,000** people across multiple tenures and types of home, and provide a wide range of services. That volume and variety means that our relationship with our customers, and how we engage with them, differs considerably from one resident to another.

Although we have grown substantially through mergers over the years, we remain geographically focused in and around London. We own or manage more than **67,000** homes, almost nine out of 10 of which are in London. Our homes range from Victorian street properties older than 120 years, to new developments built in the 21st century.

We are committed to delivering homes that Londoners can afford, whatever their personal circumstances. General needs homes charged at social or affordable rent levels make up more than half our portfolio, but

I would like to say thank you to my housing officer - extremely helpful and professional interaction about universal credit.

we also offer shared ownership, leasehold, market rent, supported and temporary housing, and commercial properties.

When a household moves out of one of our homes, we work hard to ensure we get the property ready to relet as quickly as possible. This is important not just for the families and individuals involved but for our finances – rent is a crucial income stream which allows us to invest in improvements.

Our occupancy rate on 31 March 2024 was **99.3%** compared to 99.2% on 31 March 2023.

It took us an average of **53 days** to let general needs homes that had become vacant and did not require major repairs in 2023/24, a significant improvement on the 71.6 days for 2022/23. Our performance for new development homes was less positive this year – **81.1 days** compared to 45.2 days.

Year-to-date lettings in 2023/24:

	Standard relets		New lets		Major works lets		Grand total
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	
General needs	263	479	170	73	461	484	1,930
London Living Rent	7	1	40	155	2	1	206
Supported housing	258	288	0	0	75	73	694
Temporary housing	137	168	0	0	0	0	305
Market rent	650	749	81	46	81	77	1,684
Keyworker	387	524	0	0	0	0	911
Simplicity	15	22	155	51	11	12	266
Total	1,727	2,231	446	325	630	647	6,006

A new housing management model

We put in place the foundations for a new operating model for how we provide services to our customers during 2023/24. Designed to ensure we're focusing on what matters most to residents, the new model maintains a personalised approach, with local officers looking after the day-to-day needs of residents in specific geographical locations.

Our local officers are complemented by a central customer service centre which provides telephone and online support, including outside of normal office hours.

Customer-facing staff are supported by teams of colleagues with greater expertise in core specialisms covering complaints, service charges, legal services and repairs – all areas which cause significant frustration for residents and where we know we need to improve. Creating specialist teams is a considerable financial investment, but one we believe is necessary if our services are to reach the standard our residents expect and deserve.

All local officers are expected to carry out an annual visit to the residents in each of the homes in their patch. Those visits allow us to check homes are safe and provide an opportunity to discuss any tenancy queries or concerns.

Residents can tell us about any changes to their household and discuss whether housing needs have changed. In addition, local officers can order any necessary repairs during the visit and signpost residents to available services. During 2023/24, our local teams visited residents in almost **eight out of 10** of all our homes, a significant improvement from the 68% visited during the previous 12 months.

Supporting our residents

Our tenancy sustainment team work closely with residents to help them manage their finances and pay their rent. We offer a bespoke cost-of-living support page on our website where residents can check they're claiming everything they're entitled to, alongside details about other support available and signposting to partner organisations. In 2023/24, the team started building a jobseekers list, mainly made up of younger tenants looking for apprenticeship opportunities, who can then be matched to contractors offering job opportunities.

Our benefits advisers host monthly pop-in sessions for any residents who would like to raise questions or concerns about benefits or benefit letters. During 2023/24, we estimate that our advisers supported residents to claim outstanding benefits totalling **£4.2 million**, helping them to remain in their homes.

Our Love Where You Live grant fund provided **£100,000** to support 28 projects during 2023/24, three more than in the previous year. One example is the Earth Living hot food project where our partnerships team worked alongside colleagues at our regeneration schemes to deliver 170 Christmas hampers to residents in the London boroughs of Hackney and Barnet, more than double the number provided in 2022/23. We supported **483** local people to access support for household essentials, baby equipment, nappies and clothes through the SPACE baby bank in Brent and provided **250,000** meals for families in need.

We supported 26 people to run in the London Marathon in April 2023, raising **£30,000** in total for our hardship fund. A golf fundraiser day in partnership with Equans later in the year raised another **£23,000** for the same cause. Fundraising activities such as these mean we were able to make **518** hardship fund awards averaging £309 each in 2023/24 compared to 357 in 2022/23. Hardship fund awards are mostly used to pay for essential white goods such as cookers, fridge/freezers, washing machines, beds, flooring and emergency removals.

CASE STUDY:

Working with our contractors to fund local community initiatives

In 2023/24, Equans funded two cohorts of children in school years 5 and 6 who live in our homes in Tower Hamlets to complete a year of tuition in maths and English through Tutors United.

Tutors United employ and train university students – most of whom come from low-income households – to deliver after-school small group tuition in core subjects using a specially devised curriculum, designed by expert teachers. The pupils they support are from low-income, migrant and refugee backgrounds living in social housing.

For the cohorts supported by our partnership with Equans, 86% came from a household with an annual income of less than £35,000, 86% were in receipt of means-tested benefits, 90% received free school meals, 52% had parents who speak English as a second language, and 52% came from a single-parent household.



Safety and quality

This standard covers outcomes landlords must deliver about the safety and quality of tenants' homes. The requirements of this standard have links to two of our three main strategic objectives.



Our local officer is a real credit to the team and goes over and beyond to help tenants and get things done!

Strategic objective	Core outcomes
Better connections	Residents feel safe in their homes (including place)
	We fix problems fast and well
Better homes	Harness and improve our data to enhance safety, compliance and sound decisions

Keeping properties in good repair

Strengthening our repairs service

During 2023/24, **161,128** repairs were reported and **154,559** were carried out. The percentage of emergency repairs made safe within 24 hours was **91.5%** and standard repairs completed within 20 days was **73.5%**.

We re-organised how we manage repairs this year to ensure that we're better placed to fix problems fast and well as set out in our Better Together strategy. Now, local officers are supported by a dedicated repairs hub – a centralised support team who provide a proactive service of triage, management, oversight and jeopardy resolution for all responsive repairs.

Other specialist teams within the repairs function will allow us to proactively manage our homes and better understand our stock through patch-

based surveyors. They will also ensure we minimise future risk of disrepair and improve the standards of our void homes – properties that become empty when a tenancy ends – and associated performance.

We also updated our contractor code of conduct to ensure people working on our behalf in residents' homes adhere to the standards both we and our customers expect. As part of the update, we approached several residents who had complained about contractors' behaviour and sought feedback from our asset management customer scrutiny group. The new code of conduct is available now on our website and will be used to hold contractors to account through more robust contract management.

Progress on our planned investment programme

During 2023/24, we invested almost **£40 million** in improving our existing homes, not including mechanical and engineering projects. The investment is four times higher than the amount we spent five years ago, and is set to increase further.

We delivered cyclical improvements to **2,476** homes and replaced **733** kitchens and bathrooms.

To keep on top of future requirements, we completed **8,599** stock condition surveys, exceeding our target of 7,500 for the year.

Meeting the decent homes standard

The government defines a decent home as:

- Meeting the minimum safety standards for housing
- Being in a reasonable state of repair
- Having reasonably modern facilities and services
- Having sufficient thermal comfort

More than **99%** of our homes meet that standard.

We're working now on developing our own internal homes standard, clearly explaining our commitment to meet existing benchmarks.

Our standard also goes further, setting specific standards for key aspects such as kitchen and bathroom replacements, repairs and the overall upkeep of homes to ensure our residents can enjoy safe, secure, and comfortable living conditions.

Ultimately, our homes standard aims to enhance the quality of our customers' lives, promoting wellbeing and fostering a sense of pride in local neighbourhoods.

The standard has been developed in partnership with customers and is being reviewed now by our resident forum. Pending formal approval by our group board, we hope to publish the standard later in 2024.



Maintaining building safety

Compliance with health and safety measures

In addition to tenant satisfaction measures focusing on low-cost renters and homeowners, we collate compliance data for all homes where services are directly supplied by us. Our performance against those metrics is shown in the table below.

	2023/24	2022/23
Domestic gas servicing compliance	99.93%	99.95%
Fire risk assessment compliance	100%	100%
Domestic electrical safety compliance	98.74%	98.01%
Communal electrical safety compliance	99.86%	99.85%
Water safety risk assessment compliance	100%	100%
Asbestos survey compliance	100%	99.87%

Meeting new building safety requirements

We've made solid progress during 2023/24 to ensure we meet the requirements of the Building Safety Act 2022, introduced following Dame Judith Hackitt's independent review of building regulations and fire safety, commissioned after the Grenfell Tower tragedy in 2017.

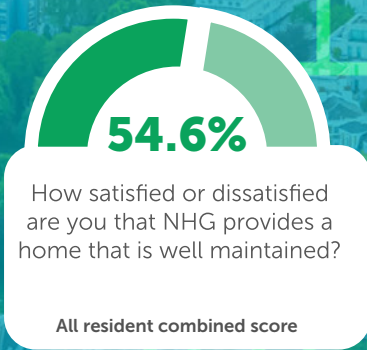
We continue to make steady progress with our remedial works programme for buildings identified as requiring further investigations or work to make them safe. Of the 158 blocks that require further work, 47 have been completed and a further 111 are in progress, but are not necessarily on site. For the next phase in the programme, we will assess another 201 blocks, which are generally lower rise and lower risk and, as such, unlikely to need remediation.

Over the course of the year, we held 115 meetings with residents to keep them up to date on building safety and completed recruitment to a new team of building safety managers. Each manager is responsible for a set number of high-rise buildings within a specific area. They ensure risks are identified and mitigated, conduct assurance checks and on-site inspections, and actively engage on safety issues with those who live in the building.

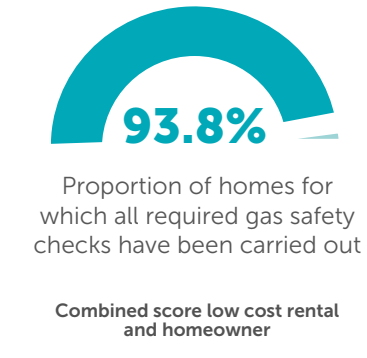
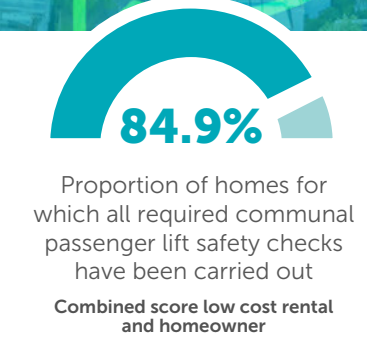
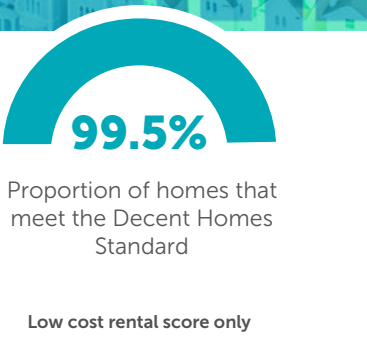
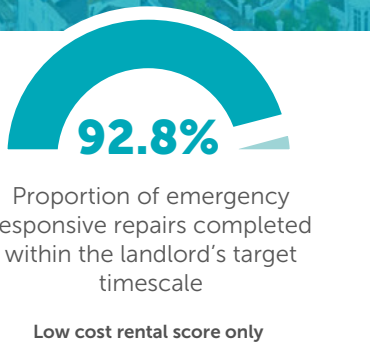
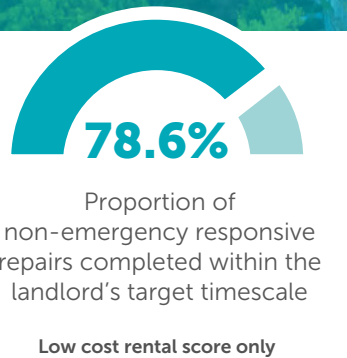
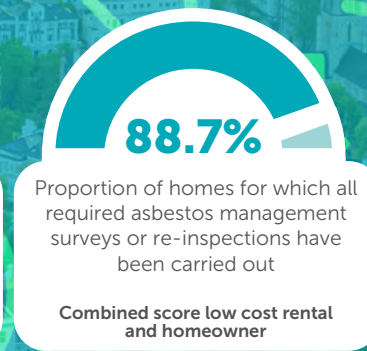
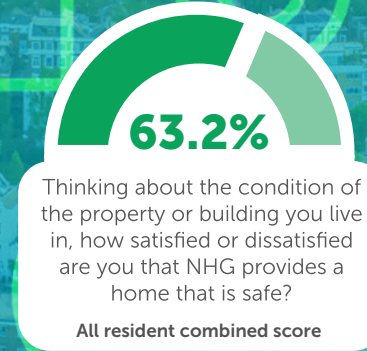
The 'better buildings' online tools we introduced internally during the year mean that all colleagues have access to a wide range of information to improve everyone's understanding of our buildings and enable a more informed and efficient approach to our operations. These tools exceed the requirements of the Building Safety Act by extending beyond only those buildings classified as higher-risk.

At the same time, we published a building safety policy, setting out our approach to ensuring our buildings are safe and meet the regulatory requirements of the new legislation. You can find the policy on our website.

Tenant satisfaction measure results – keeping properties in good repair



Tenant satisfaction measure results – maintaining building safety



CASE STUDY:**Tackling damp and mould together**

During 2023, we set up a damp and mould working group with residents to improve our service and better support residents. Over the course of several months, the group met with senior colleagues to review, improve and update our damp and mould policy and produce up-to-date and helpful guidance.

The group involved seven residents and is a great example of how we can build a better service together with residents.

“Getting involved with the damp and mould project group was an excellent way of making sure Notting Hill Genesis delivers a better service to residents like me,” says Mary Burke, one of the working group members.

“Over the course of five meetings, we co-created a new leaflet about damp and mould and directly fed into an updated policy on this subject. It was important and good to see that Notting Hill Genesis took this work seriously and committed both the time of senior staff and the financial resources to make it a success.”



Neighbourhood and community

This standard sets out the outcomes landlords must deliver about engaging with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes. The requirements of this standard have links to all three of our main strategic objectives.

Super quick response and helpful context of what needs to happen next

Strategic objective	Core outcomes
Better connections	Residents feel safe in their homes (including place)
Better homes	<p>Harness and improve our data to enhance safety, compliance and sound decisions</p> <p>Enhance customer experience at every opportunity</p>
Better places	<p>Create a sense of community</p> <p>Customers love where they live and have pride in it</p>

Responsible neighbourhood management

We want our residents to live in a safe, secure and comfortable environment, and we take reports of neighbour disputes, anti-social behaviour, domestic abuse and harassment seriously. We also provide advice and support to our residents and work closely with local authorities, the police and other agencies to tackle any behaviour that's affecting our customers' quality of life.

Creating a sense of community

Our NHG Places team manage 21 of our estates – around 10,000 homes in total – in a holistic and tenure-blind way that meets the needs of residents and the local community. Each scheme now has a named estate operations manager who co-ordinates issues such as communal repairs and concierges so that local officers can focus more fully on their responsibilities.

Combined with practical estate management, NHG Places is also overseeing the creation of a fresh look and feel for each estate and the transformation of spaces into thriving environments. They collaborate with residents, businesses, local authorities and surrounding communities to ensure everyone's needs are met.

Introduced following a pilot during 2022/23 to test out the new approach, NHG Places is a core part of our updated operations model (see page 8).

Socio-economic activities at regeneration schemes

We continue to make good progress on our regeneration programmes at the Aylesbury estate in Southwark, Grahame Park in Barnet and Woodberry Down in Hackney. In all three locations, we are not only providing new homes, but working closely with local authorities and other partners to ensure local people benefit from associated social and economic opportunities.

Across the three schemes in 2023/24, we helped **198** residents into employment, **486** into training and **54** into apprenticeship schemes. A full breakdown of socio-economic interventions at each scheme is included in our environmental, social and governance report, available on our website.

Our socio-economic activities also support more cohesive communities. Our teams work with local authorities, community groups and contractors on a range of initiatives to bring neighbours together and support them to build

new skills. Examples include festivals and cultural events, bike-fixing workshops, coding courses and gardening clubs, and resident artworks for hoardings and other community spaces.

Our work at Grahame Park was recognised in June 2023 when the project won the regeneration category at the national Planning awards. The awards recognise high quality work across planning and placemaking sectors that positively impact both the physical environment and the communities where they are based.

Best practice in hate crime management

In March 2024, our hate crime policy was highlighted as an example of best practice in the social housing sector by the Housing Quality Network (HQN). The policy outlines how we tailor our response when a hate crime is reported to us. We regularly review the policy to consider hate crime trends and ensure we are supporting any residents affected. During policy reviews, we actively consult with residents to get their feedback and insights. Many support expanding our definition beyond legally protected characteristics to include other vulnerable groups. For example, residents have suggested including gender and socio-economic status in our working definition, as these can also be factors in hate incidents.

Tenant satisfaction measure results – responsible neighbourhood management



CASE STUDY:

Strengthening the Grahame Park community

Grahame Park in Barnet is one of three estates where we are undertaking significant regeneration activity alongside local partners.

As part of our work to improve the physical environment and provide socio-economic opportunities for local people, we'll be demolishing the main concourse on the estate in 2027. Between now and then, we're completing a programme to improve the condition, safety and appearance of the concourse to benefit the community.

At the start of the project, around 60% of the commercial units were either vacant or used for storage or back-office activities, meaning the shutters were down with old signage above the units, which gave the impression of the area being unloved.

Now, we've removed old signs from six of the units and repainted their shutters in bright and vibrant colours, working with local artists Michelle and Shane. Michelle is an integral part of the community and Shane is a Grahame Park resident. Both used the opportunity to showcase their work at the same time as making a positive impact on the community.

We also introduced new wayfinding and maps across the estate, as the previous ones were either out of date or had been vandalised. At the same time, we've turned one of the commercial spaces into a business incubator, where we help support local residents to nurture and grow their businesses.



Bintou is very always helpful and actions repairs I need as soon as she can. She always follows through which is so important. I hope she stays with Notting Hill Genesis.

Kathryn is always super helpful for any problems I call her up with! Always going beyond to make sure everything is ok and that the works get done properly! She's a super star!

Sauda is very thorough and efficient, she took her time and cared about my issues regarding my repairs. 10/10 for tenant support.

Frank is always very respectful and deals with my problems effectively.

Treena always goes above and beyond to sort any situations I have ever gone to her with. She is very professional but understanding in her job role with residents.

When I contacted Sarah I got a quick response and even taking time to answer a few more questions. So that's what generally people want and it's great to see.

I am so pleased as a tenant to have experienced light, courteous operatives with a care of duty and respect. I am grateful and appreciative of the service recently supplied. Thank you.

Ralph is a very good housing officer, and he knows how to care about the tenants.

Irfan has been incredibly helpful and empathetic and he is a credit to Notting Hill Genesis.

I have always had a positive interaction with Prince. On this occasion he interacted directly with the universal credit team not me personally but he did confirm the information provided in a timely manner.

Deborah is extremely professional, efficient and a good listener. She really changed my and my daughter's life for the better and gave us a brighter future.

Sanjiv responded sufficiently and followed up with phone calls to clarify the requests. Long may this great service continue.



**Better
together**



Customer report

**WORKING BETTER TOGETHER
FOR OUR RESIDENTS**

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