



Providing better homes  
and stronger communities  
in 2008/2009

**A Review of the Year**



# INTRODUCTION

When North Lincolnshire Homes opened its doors in 2007 we had one clear vision...

***To be at the heart of our neighbourhoods, working with communities.***

The Board, Management Team and workforce set out their values, pledging to keep the promises made to customers, provide a top quality service and work with residents to encourage pride in their homes and neighbourhoods.

In our first year, everyone worked hard to establish us as North Lincolnshire's largest registered social landlord. We developed our workforce to ensure it had the skills and commitment to deliver our vision. We set about getting to know tenants and leaseholders, listening to them, understanding their needs and sharing their passion for excellent services. We began our major home improvement programme to provide customers with the modern and bright homes that they deserve and can be proud of. And we ensured that North Lincolnshire Homes was a key player in the development of the area, working closely with the council and other partners to deliver positive action in our neighbourhoods.

We have now enjoyed a successful second year in which we have built on those foundations and continued to make great strides in our drive for Better Homes and Stronger Communities.

***Tony Lightfoot***  
*Chairman*

***Jane Duncan***  
*Chief Executive*



“

We are now well ahead in delivering our five-year £125 million improvement programme and keeping our promise to tenants.

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## KEY ACHIEVEMENTS

- Appointed an Assistant Director of Regeneration
- Spent £600,000 on disabled adaptations, bringing our total investment to £1.2 million
- Reduced re-let times for vacant properties from 46 to 33 days
- Reduced the number of long term empty properties from 72 to 58
- Began construction on our first new homes
- In total, we have now provided 2,464 modern bathrooms, 1,784 modern kitchens, 2,851 electrical upgrades, 7,939 secure doors, 2,303 heating upgrades and windows to 3,962 homes - an investment of £62 million



# BETTER HOMES

In our second year, we have invested a further £36 million in improving homes with new kitchens, bathrooms, heating systems and electrical upgrades. This brings our total investment so far to over £62 million. It means we are now well ahead in delivering our five-year £125 million improvement programme and keeping our promise to tenants that we would bring all of their homes up to the Government's Decent Homes Standard by 2012.

The past year has also seen our commitment to providing environmental and economically viable heating alternatives for our tenants, such as the installation of new air source heat pumps into homes.

Construction also began on our very first new homes in Hibaldstow and West Butterwick, to meet rural housing needs.

We continued to invest in other areas too and have now spent £1.2 million on providing disabled adaptations, such as stair lifts, new

showers and ramps for those tenants who need them. And we have been successful in reducing the re-let times for vacant properties from 46 days in 2007/2008 to 33 days, which compares favourably to the national average of 40 days.

Fewer homes are sitting empty, with the number of properties vacant for six months or longer down from 72 in March 2008 to 58 in March 2009. Having less homes sitting empty is essential for us as rental income is an integral part of our business.

With the support of our partner contractors Mears Group, Bullock Construction and Anglian Windows, we will continue into 2009 and 2010 to deliver our home improvement and disabled adaptation programme whilst embarking on a brand new programme of environmental work and the modernising of communal areas.

## CASE STUDIES

### PERMISSION GRANTED FOR NEW BUILDS

In 2009, North Lincolnshire Homes was granted permission to begin the construction of its first ever new homes, in the villages of Hibaldstow and West Butterwick. Work began on the 14 homes, which will provide much-needed affordable housing for local people. The properties, which will be ready for let in 2009, are highly insulated with modern design specifications, including solar panels.

### AIR SOURCE HEAT PUMPS

Following widespread consultation in the Isle of Axholme, eco-friendly and economically viable air source heat pumps were installed in 61 properties.

The pumps are a pioneering piece of equipment which soak up heat from the air, compress it, and power it round the home through radiators.

Roy Barnett, 79yrs, of Althorpe, was the first tenant to receive the new heating system.

He said: "I am looking forward to using the new heating system. I think it seems like a great idea. If it is economical and good for the environment, then it definitely is a good thing."



“

We want to ensure we are delivering the excellent services customers expect, in a way that is right for them.

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## KEY ACHIEVEMENTS

- Actively promoted our Menu of Options
- Work regularly with 27 Residents Associations
- Held training courses for tenants
- Increased Ordinary Membership to 140
- Conducted a Customer Access Review
- Carried out our first STATUS tenant satisfaction survey
- Took part in the Tenant Services Authority National Conversation
- Appointed a PR and Communications Team
- Re-launched our new look website
- Delivered a quarterly customer magazine
- Reviewed our complaints handling process to provide a more coherent and customer focused policy
- Developed our comprehensive Service Standards



# STRONGER VOICES

Our tenants and leaseholders are at the heart of our company. We want to ensure we are delivering the excellent services that they expect, in a way that is right for them. We have been doing this in three ways – by consulting, listening and acting. This has helped us to develop our Service Standards, informing our customers of what they can expect from us.

In October 2008, North Lincolnshire Homes commissioned the National Housing Federation to conduct a STATUS tenant satisfaction survey, capturing a sample of tenants and leaseholders' views of our services. The results helped to develop the North Lincolnshire Homes Service Improvement Plan, ensuring that our customers directly shape the future of the company.

We also carried out a Customer Access Review, asking customers

what they thought about the ease of access to the services we provide. They told us they wanted a customer centre that was central, easy to reach by public transport and offered everything they needed in one place. We are now consulting about providing such a centre.

Our dedicated Resident Involvement Team has attended a host of community events to promote the many ways our customers can be more involved, through our Menu of Options. The team works closely with 27 Resident Associations across North Lincolnshire as well as our residents' group Community Voice and has now established many successful customer panels and focus groups. Just some of these include tenant inspectors, a leaseholders' panel, a black and ethnic minority special interest group, sheltered panel, rural voice questionnaire group and email quick response panel.

## CASE STUDIES

### NATIONAL CONVERSATION

We took an active role in the first stage of the Tenant Services Authority's National Conversation, launched at the beginning of 2009. In February we invited tenants to a special event in Scunthorpe, where they were asked to take part in the largest ever consultation exercise. We also took a questionnaire to tenant groups and resident associations, included a feature in our tenant magazine Key News and promoted the National Conversation in the Scunthorpe Telegraph.



### TENANT INSPECTION SHOWCASE

The excellent work of North Lincolnshire Homes' tenant inspectors was showcased at a national event, hosted by TPAS (Tenant Participation Advisory Service). Inspectors carry out an important role, checking public information at our customer access points and sheltered schemes, testing access to customer information, conducting estate inspections and inspecting our services. Our scheme stands out from others as it also includes an 'open door' policy, providing all tenant inspectors access to all North Lincolnshire Homes' departments with just 24 hours notice.

Resident Involvement Manager Karen Cowan said: "Our tenant inspectors are always out and about visiting different sites and checking on the services that we provide. Their thoughts and comments are then fed back into our working groups for positive changes to be made."



“

We want to understand the experience of our tenants to ensure that we deliver a service that is customer focused, effective and value for money.

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## KEY ACHIEVEMENTS

- Developed a new caretaking service
- Held a series of Action Weeks
- Began a comprehensive Repairs and Maintenance Review
- Developed an improved gas servicing programme
- Introduced an improved Decoration Grants service for tenants
- Strengthened our partnership with the council in the delivery of grounds maintenance
- Promoted the online reporting of repairs by customers
- Improved our complaints service to ensure we learn from our customers' experiences



# BETTER SERVICES

In 2008, we began a major review of our repairs and maintenance service. We wanted to understand the experience of our tenants when they needed repairs carrying out to their homes to ensure that we delivered a service that was customer focused, effective and value for money. We checked every part of the repairs process, from taking the initial telephone call in our Contact Centre, to how jobs are allocated to our skilled tradespeople and the feedback our customers were giving us. We have now entered the second stage of the review, which involves trialling new ways of working. Ultimately, this will enable us to tailor our service in the right way to ensure it meets the needs of the customer and the company.

2008 also saw us undertake a mock inspection, which was carried out by an independent company and took a detailed look at our services. This exercise has enabled us to clearly identify our strengths and weaknesses and develop a comprehensive Service Improvement Plan.

## CASE STUDIES

### REPAIRS

In 2008 we asked a sample of our tenants what they thought about our services. An important part of the survey was to capture views on our repairs service as it is one of the key drivers for customers' satisfaction. 77% of general needs tenants and 85% of sheltered tenants were satisfied with the overall repairs service. 80% of general needs tenants were satisfied with the time taken before work started, but this figure was just 23% for homeowners. Improving this area is a crucial part of the Repairs and Maintenance Review which began in 2008.



A new caretaking service was introduced in 2008. Our team of caretakers carry out routine cleaning and tidying of communal areas and open spaces. For larger jobs, such as graffiti removal and machine cleaning of pathways, we also introduced our super caretakers.

These teams have led the way in our several Action Weeks, which we held throughout the year. The weeks brought together staff from North Lincolnshire Homes with other community organisations and residents to have large-scale estate clean ups and support tenants in developing sustainable communities.

### ACTION WEEKS

Staff from across North Lincolnshire Homes pooled their resources and joined tenants in a massive summer estate clean up. The aim of the Action Weeks was to provide tenants with free skips to clear up rubbish and promote positive neighbourhood action at the same time. In total, 60 skips were filled with 400 tonnes of rubbish. Empty Homes Manager Linder Melbourne said: "It was not just about getting rid of rubbish. We also gave advice to residents so they can kick start their own action in the future."



“

As a member of the Local Strategic Partnership we want to ensure that we are at the forefront of building happy, healthy and safe neighbourhoods.

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## KEY ACHIEVEMENTS

- ✔ Further developed the capacity of our Anti-social Behaviour Team
- ✔ Established a partnership working framework for our ASB team
- ✔ Secured 5 Anti Social Behaviour Orders (ASBOs) in conjunction with crime reduction partners and 17 injunctions against nuisance residents
- ✔ Appointed a Community Investment Coordinator
- ✔ Held our first Financial Inclusion Seminar
- ✔ Appointed a Welfare, Benefits and Debt Advice Officer
- ✔ Launched neighbourhood schemes, eg. working with a local school to deliver wildlife boxes to tenants
- ✔ Took part in annual multi-agency Respect Weeks



# STRONGER COMMUNITIES

The success of North Lincolnshire Homes not only relies on its people but also in the strength of its partnerships with customers, resident groups, North Lincolnshire Council, our funders and stakeholders.

One of our priorities is to ensure that we are established as a key player in promoting sustainable communities, and, as a member of the Local Strategic Partnership, we want to ensure that we are at the forefront of building happy, healthy and safe neighbourhoods.

Anti-social behaviour and nuisance is one of the biggest concerns for our customers. In 2008, our Anti-Social Behaviour Team established itself as an active partner in North Lincolnshire to make a positive impact on nuisance behaviour. The team works closely with the local council, crime and disorder partnerships, emergency services and voluntary sector to share information and promote joint working for sustainable communities. They are represented on the North

Lincolnshire Safer Neighbourhoods Anti-social Behaviour Panel, Criminal Damage and Nuisance Task Group and Hard to House Group. With Safer Neighbourhoods we also provided domestic violence awareness training to key frontline staff.

It is our aim to enhance the lives of tenants in more ways than just providing good buildings. The surrounding environment and neighbourhood, together with a real sense of community, are all important factors that affect everyone's quality of life. To achieve this, in 2008 North Lincolnshire Homes also appointed a Community Investment Coordinator to develop community-based projects, identify income generation opportunities, build partnerships and work with our funders Barclays Bank's Community Fund.

## CASE STUDIES

### FINANCIAL INCLUSION SEMINAR

Communities thrive best when residents are maximising their spending power through borrowing wisely, claiming benefits correctly, using the most economical energy provider and many other ways. North Lincolnshire Homes is working hard to prevent residents from being financially excluded. In February 2009 North Lincolnshire Homes hosted its very first financial inclusion seminar to inform

professionals from across the region and improve their knowledge of local services and the ways in which we can work together.



### GARDEN INJUNCTIONS

In March 2009, North Lincolnshire Homes was successful in securing its first ever garden injunctions against four tenants.

The tenants were all found to be in breach of their tenancy agreement, which requires them to maintain their gardens and keep them tidy, free from excessive weeds and rubbish.

In securing the injunctions, North Lincolnshire Homes' Anti-Social Behaviour Team provided photographic evidence. Statements about the condition of the gardens were also given by Housing Officers. The action only came after repeated advice and attempts to work with the tenants to tidy up their gardens.



“

It is an exciting era for North Lincolnshire Homes, as we prepare for our very first Audit Commission inspection.

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## KEY CHALLENGES

- Prepare for the Audit Commission inspection in November 2009
- Continue to deliver our Service Improvement Plan
- Introduce a new complaints handling procedure, with increased emphasis on organisational learning
- Deliver positive changes following Service Reviews, including Customer Access and Repairs and Maintenance Review
- Continue to deliver our Major Improvement Programme
- Develop new strategies and policies, including Anti-Social Behaviour and Resident Involvement Strategies
- Begin a major Environmental Works Programme
- Strengthen existing and develop new partnership working opportunities
- Deliver a management training programme
- Deliver our Corporate Objectives
- Implement a new IT system



# BETTER FUTURE

Everything we do today helps us to build for a better future. We are continually striving to improve our services, build the business, establish new relationships and invest in our workforce.

It is an exciting era for North Lincolnshire Homes, as we prepare for our very first Audit Commission inspection, which is scheduled for November 2009.

This is our opportunity to reflect on what we have achieved in just two years but even more importantly set out our positive plans for an even better and brighter future.

We have developed a cross-cutting Service Improvement Plan and identified Service Area Champions to drive forward those plans.

We will be continuing the next stages of our Service Reviews, turning the ideas and feedback of our staff and customers into tangible realities.

Our £125 million improvement programme will continue, with the support of our partner contractors, to deliver Decent Homes to everyone by 2012. And we will begin a programme of environmental works to improve neighbourhoods.

We will continue to strengthen our position in the community as a member of the Local Strategic Partnership.

The introduction of new key strategies, in areas such as Resident Involvement and Anti-Social Behaviour, will ensure that we remain focused on delivering what our customers want.







Our tenants and leaseholders will continue to influence the delivery of their services as we introduce improved procedures for dealing with customer complaints, compliments and suggestions and ensure they are embedded into organisational learning. We are also investing in our workforce, through the development of a comprehensive management training framework, with opportunities for all staff members to develop their skills and knowledge.

We will be working closely with leaseholders in the delivery of improvements to their properties.

And we will be working hard with our neighbouring organisations, including North East Lincolnshire Council, North Lincolnshire Council, Shoreline Housing Partnership and Havelok Homes, to deliver a local Choice Based Lettings scheme, increasing the choice of homes for tenants across Northern Lincolnshire.

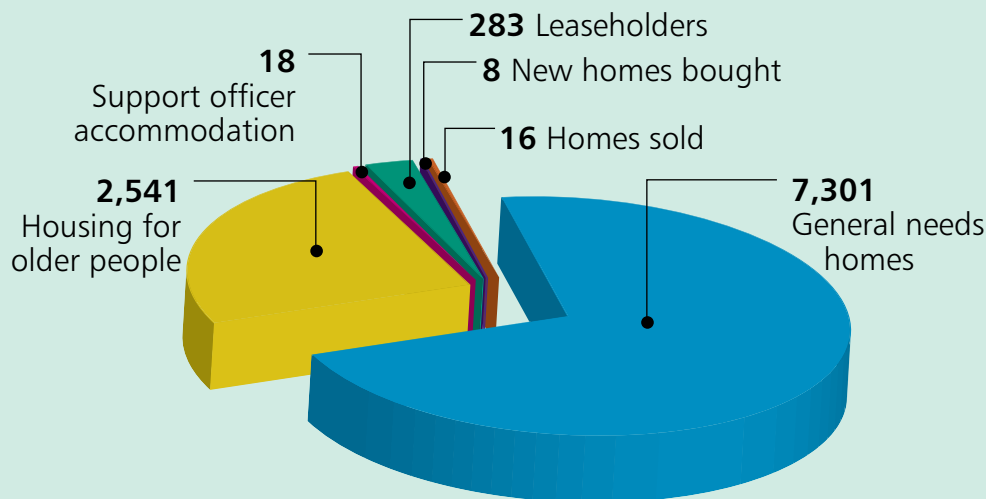
# BETTER PERFORMING

We have developed a comprehensive set of performance indicators, called our Balanced Scorecard. This allows us to measure how we are performing as a company, against targets set around our Corporate Objectives, which cover the themes of:

-  Delivering excellent services and Decent Homes
-  Working in partnership to develop sustainable communities
-  Putting customers at the heart of the business
-  Organisational development and capacity building
-  Managing the business
-  Regulation and risk

## PERFORMANCE DATA

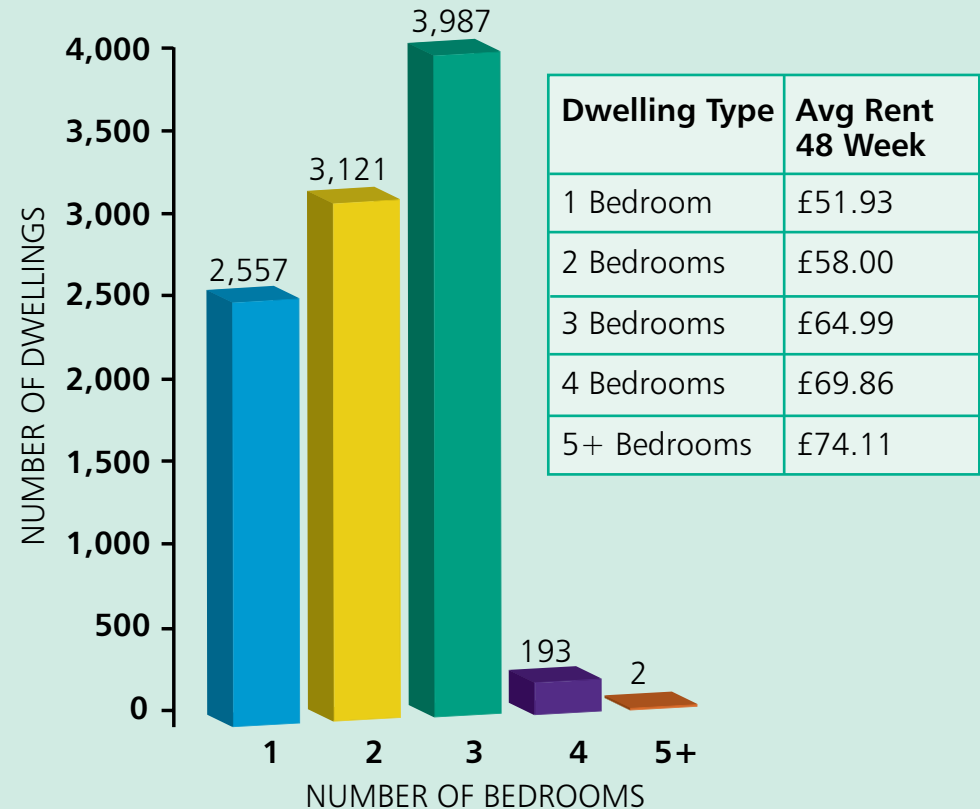
**North Lincolnshire Homes** owns 9,860 homes



The Balanced Scorecard was enhanced to include the findings from the STATUS tenant satisfaction survey which was conducted in October 2008.

It also incorporates trend indicators as well as benchmarking data to help us compare with other housing associations across the country.

In 2008, North Lincolnshire Homes became a member of the formal benchmarking organisation HouseMark. This allows us to compare how we are delivering our services, along with the satisfaction of our tenants and the efficiency of our company in comparison to other similar organisations. It is also seen as a useful tool for the sharing of best practice.



## 2008 Tenants' Survey Highlights

Percentage of tenants satisfied with the overall service provided by NLH **82.4%**

Percentage of tenants satisfied that they are kept informed **75%**

Percentage of tenants satisfied with the quality of their home **81%**

Percentage of tenants satisfied with the helpfulness of staff **81%**

**67.43%** homes now meet the Decent Homes standard

## Rent

Value For Money savings made **£787,536**

Percentage of tenants satisfied that landlord provides Value for Money **80%**

Percentage of current tenant arrears (excluding arrears due to Housing Benefits) **2.27%** compared to **2.8%** in 2007-08.

Of the **£54.91** average rent in 2008-09, income was spent in the following areas;

**£15.74** spent on Repairs and Maintenance

**£10.15** spent on Management Costs

**£1.21** spent on Environment and Caretaking

**£6.17** spent on Housing Management

**£1.56** spent on Tenancy Support

**£2.25** spent on Investment Programme Management

**£3.27** spent on Depreciation of Investment Properties

**£1.19** spent on Interest

**£17.95** surplus to fund investment programme

## Lettings

Housing Register: **3,640** active applicants waiting for a home. Compared to **3,428** in 07-08

**154** homes empty – **118** general needs and **36** housing for older people

Overall average days to relet a home **33** days compared to **46** days in 07-08

Average days to relet a home, excluding low demand properties\* **24** days

**1,070** homes let during 08-09 including **50** mutual exchanges

\*empty over 6 months.

## Repairs and Maintenance

Percentage of tenants satisfied with the way NLH deals with repairs and maintenance **79%**

Percentage of tenants satisfied with the attitude of workers **93%**

Percentage of tenants satisfied with the quality of work **88%**

Average days to complete a repair **6.8** days



Priority	Number Completed	Percentage Completed in Target
Emergency (24 hour)	10,462	87%
Urgent (7 days)	14,378	94%
Routine (31 days)	11,386	89%

# STRONGER BUSINESS

North Lincolnshire Homes is governed by a Board, which currently comprises of five tenants, five North Lincolnshire Council members and four independent members.

The Board has the overall legal responsibility for the governance of the company.

At the end of 2008/2009, North Lincolnshire Homes was deemed viable, properly governed and properly managed by the new national housing regulator TSA (Tenant Services Authority), in compliance with the regulatory framework for registered social landlords.

When commenting on North Lincolnshire Homes' viability, the report said its financial condition and performance to date are as expected at this stage of our business cycle.

The TSA report also said it is satisfied with North Lincolnshire Homes' progress in terms of the strategic direction set by the Board, its governance arrangements, equality and diversity, risk management and resident involvement frameworks.

Under the 'properly managed' section, the report said the housing association demonstrated "challenging but supportive working between the Board and executive".



# ANNUAL RETURNS 2008/09

	£
TURNOVER	29,275,924
OPERATING COSTS	(20,102,638)
OPERATING SURPLUS	9,173,286
<b>INCOME</b>	
RENTS	28,036,553
SERVICE CHARGES	272,888
SUPPORT CHARGES	703,197
OTHER	263,286
NET RENTS RECEIVABLE	29,275,924
<b>EXPENDITURE</b>	
SERVICES	382,819
SUPPORT	1,100,085
MANAGEMENT	7,191,611
ROUTINE MAINTENANCE	7,706,963
PLANNED MAINTENANCE	605,711
MAJOR REPAIRS EXPENDITURE	1,347,835
RENT LOSSES FROM BAD DEBTS	136,636
DEPRECIATION OF HOUSING PROPERTIES	1,630,785
OTHER COSTS	193
TOTAL EXPENDITURE FROM LETTINGS	20,102,638
OPERATING SURPLUS	9,173,286

	£
<b>FIXED ASSETS</b>	
HOUSING PROPERTIES AT COST	62,039,248
LESS: DEPRECIATION	(2,063,535)
LESS: SOCIAL HOUSING AND OTHER GRANTS	(17,019,341)
NET BOOK VALUE OF HOUSING PROPERTIES	42,956,372
OTHER FIXED ASSETS	533,057
TOTAL FIXED ASSETS	43,489,428
CURRENT ASSETS	5,367,654
CURRENT LIABILITIES	(7,803,699)
TOTAL ASSETS LESS CURRENT LIABILITIES	41,053,384
CREDITORS	24,924
REVENUE RESERVES	16,129,384
	41,053,384

# THE BOARD

**Chairman of the Board Tony Lightfoot** is retired after a 39 year career in social housing. He was previously Chief Executive at two housing associations (Boston Mayflower Ltd and Havelok Housing Association in Grimsby). Tony continues to work as an Associate Consultant for The Board Development Agency.

**Peter Clark** represents Ferry Ward on North Lincolnshire Council. He was a member of the Housing Committee on Glanford Borough Council and the Housing Strategy Committee at North Lincolnshire Council.

**Cheryl Leaning** is a qualified lawyer and is employed as a senior Private Client Lawyer in a law firm in Hull with a particular interest in elderly client issues. Cheryl is active in a number of organisations in North Lincolnshire.

**Tony Scrase-Walters** is an active tenants' representative and Vice Chair of the Board. Tony has been previously employed as a Supported Housing Officer and wants tenants to receive the best deal possible. He has increased his activities on the Board as one of two Equality and Diversity Champions for North Lincolnshire Homes.

**Gordon Rowlands** was heavily involved in the management of the magisterial functions at Doncaster courts as part of the Police Authority in South Yorkshire and is a Member of the Institute of Personnel Managers. He has many years experience of human resources and employment work. Gordon is Chair of the Resources Committee.

**Roni Wilson** is a Community Representative nominated by North Lincolnshire Council. She is a former Humberside County Councillor and has in-depth experience of dealing with tenants' housing problems. Her main concerns are personnel issues and all aspects of social housing.

**Colin Boyce** is a long standing tenant who transferred from North Lincolnshire Council. He is proud and privileged to have played a part in the 2007 transfer that enabled such improvements to tenants' homes in North Lincolnshire. He is particularly interested in setting the direction of housing management and service delivery.



**Edna Kenyon** is an active member of her community and has been a tenant in Scunthorpe for 49 years. She is a very active member of Community Voice, and attends many other meetings to help tenants.

**Edgar Patchett** is a Chartered Accountant who for many years has been a member of the Audit Faculty of the Institute of Chartered Accountants in England and Wales. He has spent his working life (latterly as senior partner) in an accountancy, audit and taxation practice in North Lincolnshire. He also has many years experience in property management. Edgar is Chair of the Audit and Risk Committee.

**Rob Waltham** is the North Lincolnshire Councillor for the Burringham and Gunness Ward. He is a lecturer in Applied Business Studies and is a consultant on Economic and Community Regeneration. He is also Vice Chair of North Lincolnshire Council's Safer and Stronger Communities Scrutiny Panel.

**Richard Leach** has been a tenant in Brigg for nine years. He helped set up the Lilywood Area Residents' Group. Richard is the Chair of the Operations Committee, an active Tenant Inspector and Secretary of the Residents Unity Group in Brigg. He is involved with a number of other voluntary organisations in the area as well as being Vice Chair for the "Who Cares" Executive Group in Scunthorpe.

**Sandra Bainbridge** has over 30 years experience of working with and for the community and voluntary sector, gaining experience of research, regeneration and renaissance, community development and project management. She also has experience as an Open University lecturer for 15 years. Sandra has worked for Sheffield City Council as an Area Co-ordinator and is currently a Ward Councillor for the Frodingham Ward and Lead Member for Regeneration and Renaissance.

**Mark Harland** has been interested in improving the quality of tenants' housing for the past eight years. He is an active Tenant Inspector who works full time for Corus. He is a volunteer in the community and runs Street Sport in his local area.

**Len Foster** is the Deputy Leader of North Lincolnshire Council and a Cabinet member for Neighbourhood, Environmental and Communities. He has a lifelong interest in social housing and previously was the Chair of Housing at Scunthorpe Borough Council.





To report a repair please call (freephone) 0800 032 63 63  
For general enquiries call 01724 279900

### No English?

#### For information please call:

08000 193530 (Arabic) للحصول على المزيد من المعلومات اتصل بـ:

তথ্যগুলি বাংলায় জানতে হলে এই নম্বরে ফোন করুন: 08000 193531 (Bengali)

欲知粵語版的消息，請致電：08000 193532 (Cantonese)

हिन्दी में जानकारी के लिये 08000 193533 पर फोन करें (Hindi)

بۆ زانیاری به کوردی سۆزانی تەلهفۆن بۆ ژماره 08000 193537 بکە. (Kurdish Sorani)

Para mais informação em português contacte-nos através do telefone 08000 193538 (Portuguese)

ਪੰਜਾਬੀ ਵਿਚ ਜਾਣਕਾਰੀ ਲਈ 08000 193539 'ਤੇ ਫੋਨ ਕਰੋ (Punjabi)

"Warbixinta oo af Soomaali ah wac 08000 193540" (Somali)

08000 193541 (Urdu) اردو میں انفارمیشن کے لیے اس نمبر پر رابطہ فرمائیں۔

Nie mówisz po angielsku? Po informacji zadzwoń pod numer 08000 195587 (Polish)

Не знаете английский? Для информации звоните 08000 195586 (Russian)

North Lincolnshire Homes Limited

Registered Address Meridian House • Normanby Road  
Scunthorpe • North Lincolnshire • DN15 8QZ

Registered in England and Wales

Registered Company Number 05439434

Registered Charities Number 1117952

**TELEPHONE 01724 279900 • VISIT [www.nlhomes.org.uk](http://www.nlhomes.org.uk)**