



**CITIZEN**

Annual Report 2019 - 20

**CITIZEN**

# WELCOME TO OUR 2019-20 ANNUAL REPORT WHICH SETS OUT OUR WORK AND OUR PERFORMANCE UP TO 31 MARCH 2020.

## As we launch this year's report we celebrate our first birthday as Citizen.

The biggest change in our history has paved the way for a transformation in the way that we work and provide services.

That transformation is far from complete but in these pages, you will see we have made significant progress as we strive to make the biggest and best impact we can on the lives of the people who live in our communities.

At the very end of 2019/20 the coronavirus pandemic hit our communities. We made some important changes to our services in response to this and will continue to do everything we can to support our customers through this unprecedented challenge.

We are extremely proud of our role in providing homes for people who need them across the West Midlands, but we are committed to doing so much more than this.

Our customers; our citizens, are at the heart of everything that we do. We believe passionately in our purpose to provide homes that are a foundation for life and we're proud to be able to share with you the many ways we have done this over the last year.

Thank you

**Kevin Rodgers**  
Chief Executive

**Colin Dennis**  
Chair



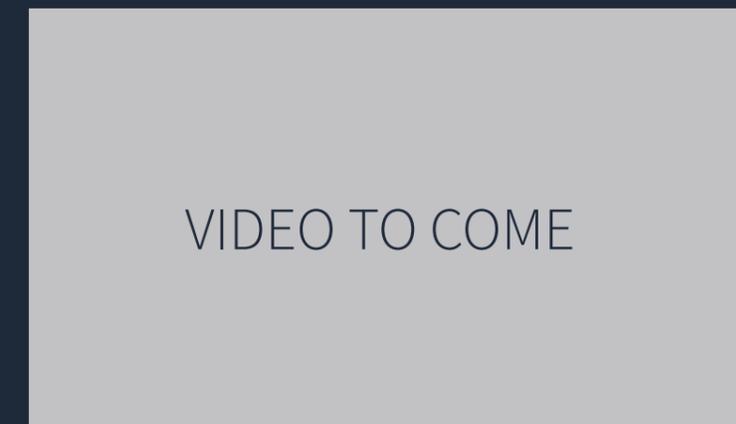
“We are extremely proud of our role in providing homes for people who need them across the West Midlands, but we are committed to doing so much more than this.”

## WHY IT MATTERS

**Everything we do reflects our commitment to provide homes that are a foundation for life.**

We spoke to some of our customers to hear from them why our work matters.

Watch this video to see what they said:



# PUTTING OUR CITIZENS FIRST

At Citizen we are passionate about putting our customers first.

This year we continued to make significant improvements, so our customers have a great experience whenever they need us.

We know the experience our customers receive is a projection of our colleagues and that's why in 2019 we launched our Citizen First training programme.

Our mission was to train every single member of staff so that no matter who our customers deal with they receive the same, high quality service.

I'm so pleased that we achieved this and these principles now sit at the foundation of our work.

We've also made major improvements over the last year which you may have noticed. As we became Citizen we launched a new customer-focused website and we transformed our customer portal to make it easier to do things online.

Our work is far from over. We kept our overall customer satisfaction at the same high level, but some of the figures we report this year show our performance went down slightly in some areas as we introduced changes that will see big improvements in the long-term – improvements we have already seen since the end of March 2020.

In the coming year we will be making more major changes on our journey to customer excellence. This will include the introduction of a new customer feedback platform to give us real time intelligence from our customers and help to drive improvements, and more work to embed our Citizen First training programme across our 1,000-strong team.

**Lourdes Sharpe,**  
Director of Customer Services



## OUR PERFORMANCE IN NUMBERS

Overall customer satisfaction

2019/20	2018/19
<b>96%</b>	96%



Enquiries dealt with first time

2019/20	2018/19
<b>68.2%</b>	70%



**309,408** PHONE CALLS ANSWERED

Average call waiting time

<b>2 mins 31 secs</b>
-----------------------

1 min 16 secs
---------------



Citizen First training programme

**972**

Staff took part in a training workshop



**293**

Managers took part in follow-up workshops



**100**

Training sessions held across our organisation



## HELPING OUR CUSTOMERS DO IT ONLINE

When we became Citizen in September 2019 we launched our new website and My Account portal.

We wanted to help more of our customers find what they need online; improving their experience and helping us to free up resources to focus on the things that matter. It's great to see this is working.



## RESPONDING TO CORONAVIRUS

In March 2020 the coronavirus pandemic hit the UK - presenting people across our communities and our organisation with significant challenges.

We had to respond by making changes to our services while the UK was in lockdown. This included moving to emergency repairs only for a time and moving away from face-to-face appointments.

Many of our services are now back up and running and we continue to prioritise the safety of our customers and teams while doing the crucial work that we do.

## IN NUMBERS

Repairs booked through My Account

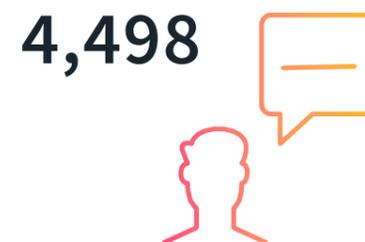


Web chats since we introduced this feature in September 2019

**14,014**



Enquiries dealt with on My Account since we launched this feature in September 2019



Our new Warwick Row home in Coventry

## LEARNING FROM YOUR FEEDBACK

We want to learn from our customers when they tell us about their experience of our services – the good and the bad.

In 2019/20 we had 426 complaints which was down from 513 in 2018/19.

We recognise that until now we haven't been as responsive as we could be. That's why in 2020 we are introducing a new customer feedback platform which will transform the way we gather and use feedback from our customers.

The platform sends automated follow-up surveys to every customer when they use a service and gives them the chance to tell us what they liked and didn't like. This feeds into a dashboard which means we get live, detailed information about what our customers are telling us.

We look forward to reporting on this in more detail this year.



**YOU SAID:** Tap repairs were not solving the problem

**YOU SAID:** You weren't happy with the quality of the toilet seat we were fitting when we carried out bathroom improvements



**WE DID:** We changed the way we do these repairs to improve the quality. We have since had no complaints

**WE DID:** We moved to a better quality toilet seat

# REPRESENTING OUR COMMUNITIES

**We are passionate about making sure the work we do represents our customers and people who live across the West Midlands.**

Our Local Stakeholder Boards (LSBs) are made up from customers and representatives from organisations we work with in each of the areas we operate in – Coventry, Birmingham and Hereford and Worcester.

The LSBs help us to shape our services in response to the needs of people in our communities and plays a key role in monitoring our performance.

The Chair of each LSB is also a member of our main Citizen Board which means the work of the LSBs is represented at the highest decision-making level.



## SCRUTINISING OUR SERVICES

Our Scrutiny Panel make sure our services and performance match the expectations of our customers.

The panel of seven is made up of three customers and four other volunteers who meet regularly to assess how we are performing. They also make recommendations which feed directly into our decision-making.



“We believe passionately in representing our customers – our citizens. Over the next year we’ll be introducing a new Customer Assurance Panel which will directly influence decisions we make.”

**Kevin Rodgers, Chief Executive of Citizen**



## PUTTING CUSTOMERS AT THE HEART OF OUR WORK

We recognise that we need to do more to involve customers in our work and that is why in 2020 we will be launching a new Customer Assurance Panel.

The panel will use innovative new methods to represent customers from across our communities. It will be part of our formal board structure – putting customers at the heart of the decisions we make about the services they receive.

This new board will eventually replace our LSBs.

We look forward to profiling this new panel in 2020.

## SUPPORTING PEOPLE IN OUR COMMUNITIES

We want our work to respond to real challenges that people in our communities face and we recognise this can depend on local circumstances. That’s why our LSBs helped us to develop targeted plans to guide our activity in each of our communities.

This includes:



Jobs, training and financial support



Keeping communities safe and happy



Supporting and improving the environment

In 2020 we’ll be announcing our exciting new three-year strategy which will guide how we make the biggest difference to the lives of people across the West Midlands.

# KEEPING OUR CUSTOMERS' HOMES IN SHAPE

## Our repairs performance

We are committed to making sure our customers homes are kept in good shape and our 400-strong team of Maintenance Operatives and our contractors help us to do this.

In 2019/20 we completed 121,134 repairs. We continue to make changes to the way we work so that we can complete jobs more quickly and make sure we get them right first time.

While these changes embed we saw a slight drop in the number of appointments we were able to keep compared to last year, but this remains high at 96.7%.

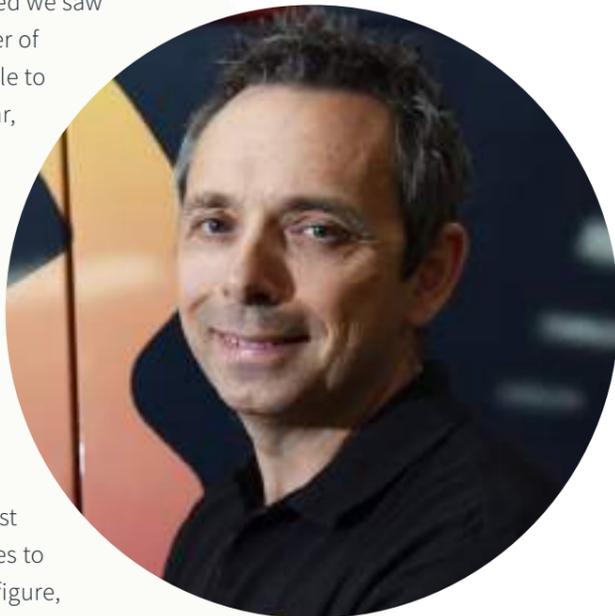
Elsewhere we were pleased to see a jump in satisfaction with repairs up to 89.8%.

We spent a significant amount more per home on repairs this year, up nearly £50 compared to last year. This reflected changes to the way we calculate this figure, inflation on building materials and the impact of storms on some of our homes.

We are extremely proud to have undertaken a successful pilot of our Fresh Start project, which saw us create a new standard for homes when we get them ready for the next customer.

Meanwhile, our new customer feedback platform will transform our understanding of satisfaction with our repairs service; giving us information in real time from customers and allowing us to make improvements to reflect this.

**Steve Kirk, Director of Maintenance Operations**



## A FRESH START FOR OUR CUSTOMERS

Last year we welcomed 2,137 customers into a new tenancy. We believe every customer deserves a fresh start when they move into a new home.

It took us an average of 29.7 days to re-let an empty home at an average cost of £2,349.

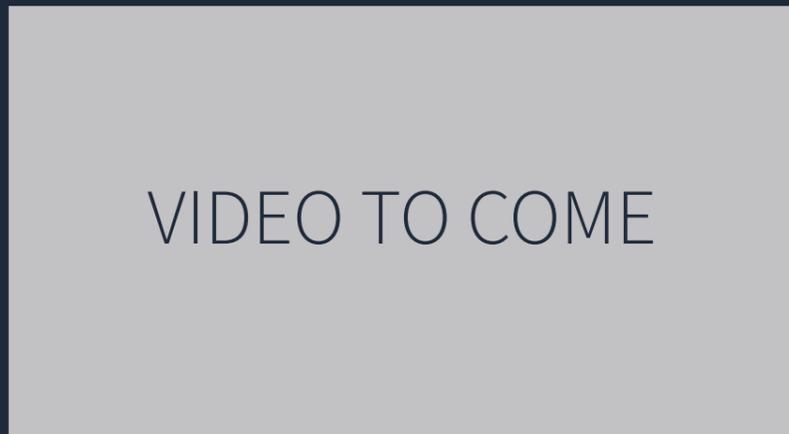
We want to create a new standard for our customers, so when they move they get a good start in their tenancy and don't have to spend a lot to make their home liveable.

Working with innovation specialists, we followed customers through the journey of getting their new home to find out first hand what this experience was like and the challenges our customers in this situation face.

After a period of experimentation by our teams, we developed the Fresh Start pilot – which includes a deep clean, full redecoration, flooring and white goods.

The pilot proved a big success, with fantastic customer reactions, and we will be looking to find ways to roll this model out further over the coming years.

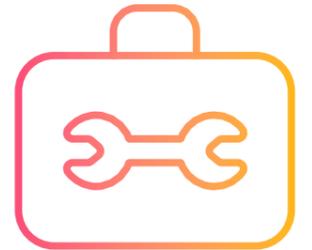
Watch the story of Fresh Start in this video.



## REPAIRS IN NUMBERS

Satisfaction with repairs

2019/20 **89.79%**  
2018/19 88.25%



Total spent on repairs

2019/20 **£29.6m**  
2018/19 £28.6m



# OUR RENT PERFORMANCE

We are committed to making sure every penny of rent we receive is invested back into the work that we do.

This section of our report shows you how we spend our customers' money and how we support them financially.

Welfare challenges, including the impact of the benefit cap and the rollout of Universal Credit, continue to impact our customers and as a result we saw our overall arrears increase this year; though we also saw the average tenant's arrears fall.

This year we introduced new measures, including an automated telephone reminder system, to help us to improve our rent collection.

Our Money Advice Team supports our customers with a range of help and advice. In 2019/20 the team helped nearly 2,000 customers; completing 1,200 applications and gaining the equivalent of more than £2m worth of additional income for our customers.

We also saw hundreds of our customers access advice through our free, confidential 24/7 Tenant Support and Wellbeing Service – which every Citizen tenant has access to.

**Peter Gill, Director of Housing**

“I was referred to the Money Advice team after I had lost my job, I was struggling to pay my rent, my debts and buy food. The team helped me clear my rent arrears, they sourced food vouchers for me and gave me budgeting and employment advice. I'm still receiving support now and I can't thank the team enough.”

**Somya, Citizen customer**



# OUR PERFORMANCE IN NUMBERS

Rent arrears  
**2019/20 £5.45m**  
 2018/19 £5.189m



Average tenant's rent arrears  
**2019/20 £484**  
 2018/19 £503



Money gained by customers as a result of our help  
**2019/20 £2.283m**  
 2018/19 £1.012m

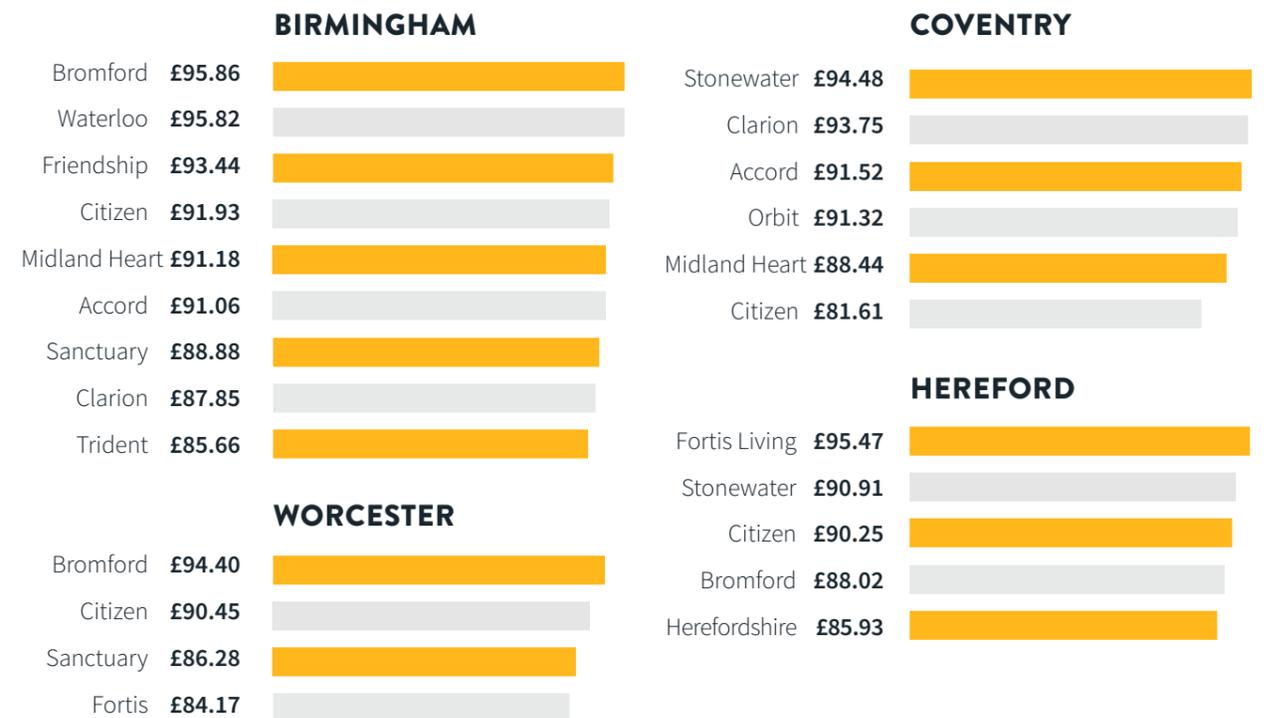


## HOW WE SPEND YOUR RENT



- Buy & improve properties 36p
- Day-to-day repairs 24p
- Interest costs 14p
- Management 11p
- Service charge costs 10p
- Other costs 5p

## OUR WEEKLY RENT COMPARED TO OTHER LANDLORDS



# INVESTING IN OUR HOMES AND KEEPING OUR CUSTOMERS SAFE



Every year we complete a programme of planned work to make sure that our customers' homes are kept safe and secure.

In 2019/20 we spent £26.9m making improvements – this included installing bathrooms, kitchens and boilers and making our customers' homes warmer.

We also complete a programme of tests to make sure the gas and electrical appliances in our homes are safe.

Meanwhile fire safety remains a top priority for us. We work closely with West Midlands Fire Service to make sure our homes are safe, and we continue to follow and respond to guidance coming out of the Grenfell Inquiry.

**Paul Baker, Director of Asset Management and Safety**

“We spent £26.9m making improvements – this included installing bathrooms, kitchen and boilers and making our customers' homes warmer.”



## IN NUMBERS

Total spent on improvement work on our homes



£26.9m

Electrical tests completed



13,877



Energy improvement works (including new doors and windows)

632



Gas safety compliance

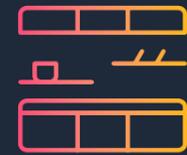
99.98%

Fire door replacements



477

Kitchens installed



388



Bathrooms installed

139

Boilers installed



1,427



## SUPPORTING OUR CUSTOMERS' NEEDS

Sometimes our customers need support which goes beyond a home and we are proud to provide supported housing for hundreds of people across the West Midlands.

In 2019/20 our supported housing services helped hundreds of people by providing them with emergency housing, supported housing for people affected by homelessness and sheltered housing for older people.

We're proud of our role to support people in our communities with these needs.

**Martyn Hale, Director of Care and Support**

## SUPPORTING YOUNG PEOPLE

**Our Citizen Young People service supports 18-25-year-olds across Herefordshire.**

The service supports people with a wide range of needs including people at risk of becoming homeless, people who are affected by domestic abuse, and people with mental health issues.

Last year our team supported more than 100 young people – offering them a place to stay alongside tailored training and access to employment opportunities to help them thrive.

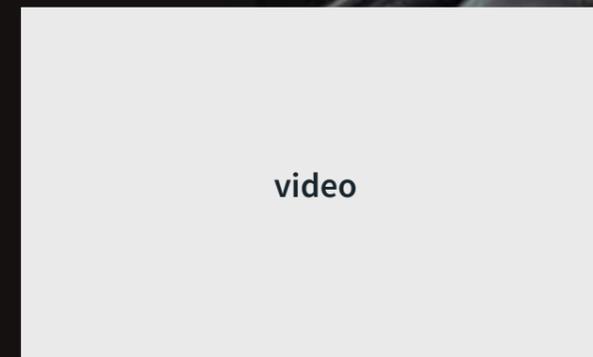
“ I came to live in a foyer when I was 19. My mother had left our family home and my father was struggling to cope alone. Living at home made me feel depressed and my studies were suffering. Since living in the foyer, I have passed my college course and I've recently started working. I can't thank Citizen Young People enough for their support in helping me turn my life around. ”

**Sonica, Citizen Young People customer**

## TACKLING HOMELESSNESS

**We play a leading role in helping to tackle homelessness in the West Midlands.**

In 2019/20 we supported 192 homeless people in Birmingham and Coventry by giving them a home and support at places like Gateway, our dedicated homeless facility in Coventry.



“ Throughout my life a lot of negatives have happened to me. For me to get my own home with the help of Gateway is a real positive and it's very important to me. ”

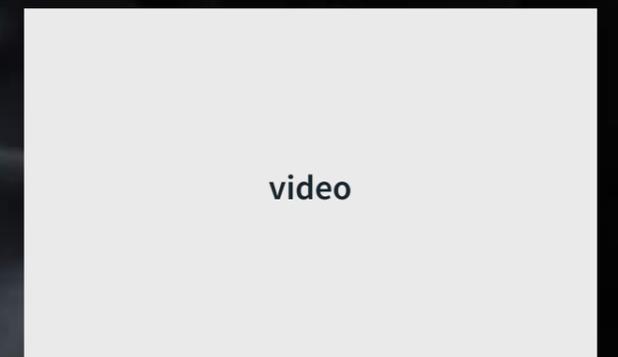
**Mark, one of 30 people we supported to move into their own accommodation after a stay at Gateway in 2019/20**

## REMEMBERING TOGETHER

**Residents from Gateway and our retirement living schemes came together**

for a day at the National Memorial Arboretum in Staffordshire earlier this year to help develop an art project to commemorate the 75th anniversary of VE Day.

Watch this video to hear more about the day.



# BUILDING FOUNDATIONS FOR THE FUTURE

We are passionate about our role to provide homes for people in our communities who need them.

That's why we are committed to growing the amount of homes that we manage.

In 2019/20 we completed 377 new homes, the majority of which were offered at below-market rent with the rest available for shared ownership and outright sale. We also started building a further 519 homes.

We have ambitious plans to build more homes and in 2019/20 we joined the Matrix Housing Partnership, a group of Midlands-based housing associations committed to working together to meet housing demand in our region.

We want to ramp up the amount of homes we build, and we have a target to build 2,600 by 2023 so that we can provide a foundation for life for as many people in the West Midlands as we can.

**Nick Byrne, Executive Director of Development**



## 2019/20 IN NUMBERS

Homes completed  
**377**



Homes started  
**519**

**£1.16m**

**IN SALES REVENUE WHICH WE WILL BE REINVESTED INTO OUR CORE WORK**

Homes to be built by 2023 (2,200 affordable and 400 for sale)

**2,600**



“I can't help but wish that everyone else can have a property like mine – building developments like this can change people's lives.”

Telca and her son moved into one of our new homes on Gerard Avenue, in Coventry, which is part of our £9.5m development – a partnership with Coventry City Council and Lovell.



## EMBRACING MODULAR: AN AWARD-WORTHY SCHEME

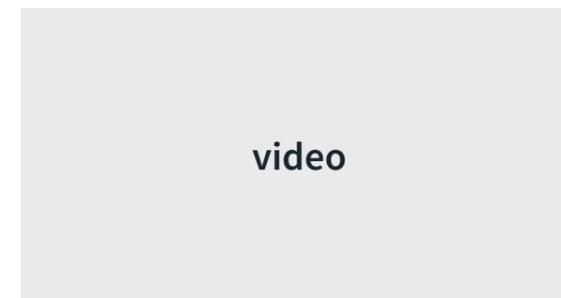
In 2019/20 we completed our first pilot of modular homes in Coventry.

The two homes were built in a factory by our contractor Totally Modular before being transported to Willenhall and lifted onto the site, which was previously derelict.

The project was funded by Coventry City Council and Homes England and following this successful pilot we are now looking to use modular housing on smaller sites across the city.

The pilot made the final of the Inside Housing Development Awards – a competition recognising the best development schemes across the UK.

Watch the project come to life in this time lapse video.



## THE DOG DAYS ARE OVER

Our £14.5m redevelopment of Hall Green's iconic greyhound track continues to gather pace with the first homes at the site completed in 2019/20.

Our partnership with Vistry Partnerships will see a mixture of homes for rent and shared ownership built at the site.



# REGENERATING OUR COMMUNITIES

We want to make a real difference in our communities and we are proud to be one of the leading regeneration specialists in the UK.

In September 2019 we revealed we will be starting a major regeneration of Spon End and Wyken in Coventry.

Meanwhile our Spirit Quarters regeneration in North East Coventry continues to progress and we completed our 15-year regeneration of North Solihull which has transformed the area with new homes, schools, community centres and much more.

We look forward to continuing to invest in our communities in the coming years.

Kevin Roach, Director of Regeneration



## TRANSFORMING COVENTRY

Over the next five years we'll be transforming two areas of Coventry in a major regeneration project.

The £53m regeneration of Spon End and Wyken will see both areas transformed.

In Wyken we'll be demolishing Vincent Wyles House and transforming William Malcolm House – both tower blocks. We'll build up to 93 new homes on the space we create by demolishing Vincent Wyles House.

In Spon End we'll be demolishing three blocks – Kerry House, Milestone House and Trafalgar House and replacing them with new homes.



“ Our customers told us that they want to see the area transformed, and we're determined to do something about this. ”

Kevin Roach, Director of Regeneration

“ I am very impressed with what I have seen and the way in which Citizen has addressed community issues here. I love the green spaces and there is plenty of scope for community growth. ”

Baroness Diana Warwick, Chair of the NHF after visiting our communities



## INFLUENCING THE NATIONAL PICTURE

Spirit Quarters was featured as an example of a regeneration project which is transforming communities by the National Housing Federation in its Great Places Commission – which our Chief Executive, Kevin Rodgers, was a member of.

Chair, Baroness Diana Warwick, was shown around Spirit Quarters and Spon End and Wyken to see first-hand the impact our regeneration work is having on the people in our communities and the project featured in the commission's final report.

# KEEPING OUR COMMUNITIES SAFE

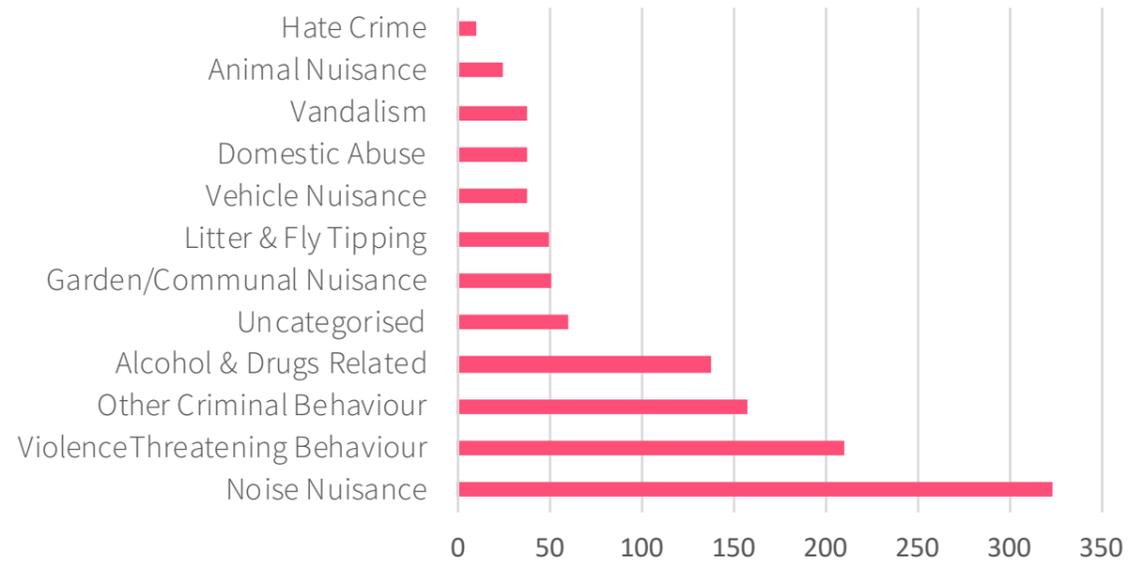
**Our Safer Neighbourhoods Team work with our police and local authority partners across the West Midlands to keep our communities safe.**

Most people in our communities live peacefully and respectfully but our teams work to tackle a range of anti-social behaviour ranging from noise nuisance and fly-tipping to criminal gang activity, drug dealing and illegal occupiers.

In recent years we have seen an increase in the more serious types of anti-social behaviour, which have a negative impact on our customers and others in our communities.

We're proud of the role we play working with our partners to tackle this.

In 2019/20 our team dealt with 1,135 cases of anti-social behaviour.



## BATTLING THE FLOODS

**In February 2020 some of our homes in Herefordshire and Worcestershire were hit by Storm Dennis.**

A small number of homes suffered flood damage and many others were impacted by flooding to communal areas or were cut off due to floods.

In total 93 of our homes were affected in some way – 59 in Herefordshire and 34 in Worcestershire. Villages like Upton-on-Severn and Tenbury Wells were hit particularly badly.

Our teams worked tirelessly to provide hands-on support and advise customers through this uncertain and stressful time.

# HELPING PEOPLE INTO WORK

**Finding work is a challenge for many people in our region and we believe in our role to support them.**

We're proud to be part of two schemes which help people into work.

The Building Better Opportunities scheme has been running for the last three years and is funded by the European Social Fund and the Big Lottery. It helps people in Herefordshire and Worcestershire by giving them tailored support to help them into work.

We have two job coaches who help people with everything from CV writing, to finding vacancies and interview techniques.

This project was shortlisted for a UK Housing Award and we are pleased to have secured funding through to September 2022.

“ I was ready to give up with employment because of the negative responses I had from other organisations when applying for jobs. Cathy helped me and I ended up being given an interview and I was offered a job. ”

**George, who was helped to find a job by one of our job coaches after seven years struggling to find work**



# CONNECTING PEOPLE IN COVENTRY TO WORK

**Our ConnectMe project helps people in Coventry access work by giving them a bespoke action plan to overcome barriers.**

This includes CV writing, interview skills and managing money. The project supported 70 people in 2019/20, helping 15 people to get a job.

“ I was really happy when I was offered the placement as I had been out of work for two months and I wanted to get back into something. Many people feel that they need an extra push and some guidance when it comes to employment and that's exactly what this offers. ”

**Chloe, who was helped into a paid placement with support from ConnectMe and now works as a trainee administrator with the Money Advice and ConnectMe team.**

# SUPPORTING OUR CUSTOMERS' WELLBEING

**We all face challenges in our lives and we want to do all we can to support our customers through these.**

That's why we introduced the Tenant and Wellbeing Service – a free, confidential and independently-run service which gives all our customers access to a 24/7 confidential telephone counselling, advice and support service.

Every customer can access this service online or via a freephone number.

We introduced the service in May 2019 and ran a trial period where we advertised it to new customers only.

By the end of March 2020 374 customers had used the service – most contacting it for health-related advice, while others accessed support on relationship issues, work problems and addiction.



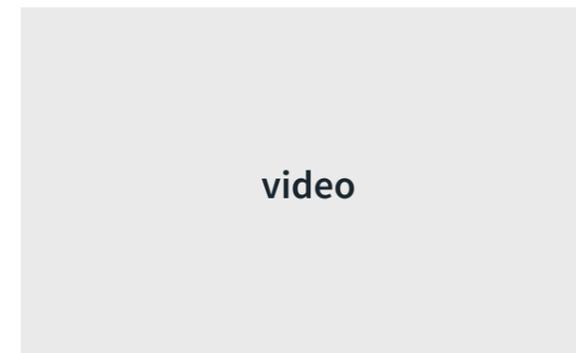
## A WELCOME BOOST WITH WELLBEING WEEK

**This year we held Wellbeing Week for the first time at Gateway, our dedicated facility in Coventry for people affected by homelessness.**

People volunteered their talents so that residents could take part in a range of activities such as cooking classes, money advice, Irish dancing, cake decorating, Reiki and yoga.

Coventry Wasps rugby players came along to open a new gym and with the help of our staff we set up a new Working Wardrobe to provide clothes for residents.

Watch the story of Wellbeing Week in this video:



## BREWING UP A TREAT

**Social isolation and loneliness are growing problems in our communities.**

Working with charity Groundwork West Midlands, we set up a new project called Fancy a Brew focused on our customers at Clydesdale and Cleveland Towers, two large tower blocks in Birmingham.

The project, funded through the National Lottery Community Fund, delivers fun, inclusive community activities that residents in the blocks can get involved in.

In 2019/20 31 sessions were delivered and 87 customers took part – half of whom reported feeling less isolated after attending.

“Fancy a Brew has made me feel like I’m part of a community. I have met people for the first time that I have lived next to for years!”

**Peter, a 72-year-old resident at Clydesdale Tower**



## INVESTING IN OUR PEOPLE

**We recognise our service reflects our people.**

We have well over 1,000 staff in a diverse spread of roles across our organisation and we are committed to making sure we attract and keep the best people to provide the best service we can.

Becoming Citizen has made a hugely positive difference to our culture and this year we continued to invest in our staff with sector-leading training programmes.

We trained up Mental Health First Aiders to provide crucial wellbeing support to our teams and we introduced our extremely popular Citizen of the Month employee recognition scheme and our training programme with the housing sector's professional body, the Chartered Institute of Housing, continues to progress.

Meanwhile our first Citizen staff conference and awards ceremony was a fantastic day in which we shared our vision for the next three years and motivated and energised our staff around our purpose and values.

We will continue to progress this work as we look to become an employer of choice in our region and sector.

**Matt Posaner, Director of People**

## A PARTNERSHIP TO BE PROUD OF

**We recognise our service reflects our people.**

Our sector-leading training partnership with the Chartered Institute of Housing will see all 250 of our staff in our Housing and Care and Supported Housing Teams trained by the professional body in the Level 3 Certificate in Housing Practice.

This means the teams who give crucial help and support to our customers will have a breadth of knowledge and understanding so they can provide a great service.

“Each module gave me further insight into other parts of the housing aspects which I had not been involved in.”

**Rob Breeze, Specialist Housing Coordinator, who is one of 16 of our staff to complete the Level 3 Certificate in Housing Practice in 2019/20**



## SUPPORTING THE WELLBEING OF OUR TEAMS

**We partnered with Birmingham Mind to deliver a programme of training to help our staff understand and look after the mental health of themselves and their colleagues.**

The training included online courses for everyone, bespoke training for managers and the recruitment of 45 staff members as fully-qualified Mental Health First Aiders, who any staff member can call upon for confidential advice and support.

“I feel satisfied that as a Mental Health First Aider I can make a difference, even just for those few minutes, until the person can get professional help. I have been approached by colleagues on several occasions for help. Often things just come up in general conversation and people feel comfortable confiding in you.”

**Michaela Hyman, Learning and Development Manager and Mental Health First Aider**

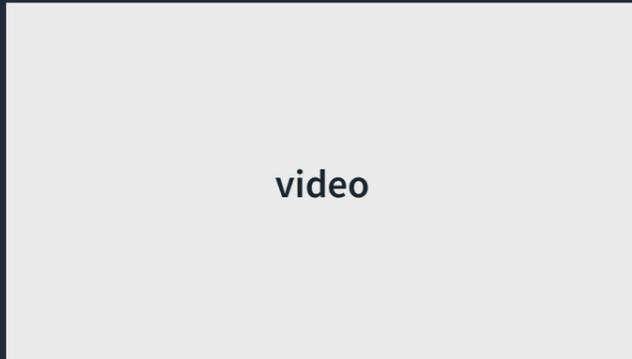
## RECOGNISING PEOPLE WHO GO THE EXTRA MILE

We launched Citizen of the Month to recognise staff who live our values and go the extra mile to make a difference to the lives of our customers.

Any member of staff can nominate a colleague, we shortlist to five and then staff vote for their winner based on who they think had the biggest impact.

The winner is recognised with a story about their work, a letter from our Chief Executive, a shopping voucher, a certificate and their picture put up at our head office reception.

See what it means to our staff to be named Citizen of the Month in this video:



video



“ Having the opportunity to work in different areas of the team, I’ve gained lots of invaluable skills and thankfully, by studying the Construction Management degree, I’ve now developed a technical understanding of the process on site. ”

Indy Panesar, Development Trainee

## DEVELOPING OUR COLLEAGUES

This year we are pleased to see our two trainees, Indy Panesar and Alex Mackness, progress onto their second and final year of our new Development Trainee programme.

We created the new trainee programme in 2018 to give young people the opportunity to learn the skills and experience for a career in construction.

The two-year programme allows trainees to rotate around different sections of the department, on a four-month basis. In their second year, our trainees have also been given the opportunity to manage their own projects and study one day a week for a Higher Apprenticeship in Construction Management at Wolverhampton University.



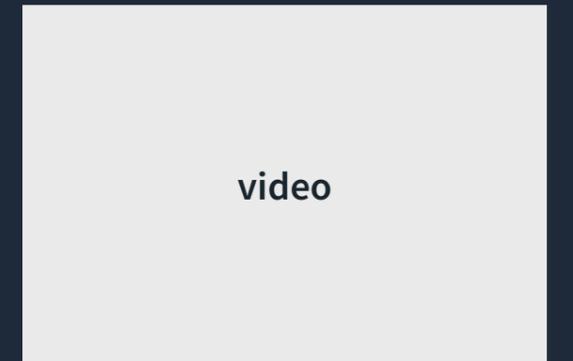
## MOTIVATING OUR TEAMS

Our 2020 staff conference and awards ceremony brought all our staff together for the first time since we became Citizen.

The event, at the Ricoh Arena, in Coventry, focused on how we will make a difference in our customers lives – revealing our business strategy for the next three years.

We showcased stories from our customers and achievements from the last year, looked to the future and presented our Excellence Awards – which recognise the people who make Citizen great.

Watch this video for highlights of the day:



video





**CITIZEN**

[www.citizenhousing.org.uk](http://www.citizenhousing.org.uk)