

One Housing



2019-20

Our review of the year

Welcome to our year in review

2019-20

It's been another busy year for all of us here at One Housing, one which has brought changes to the way we do things and improvements to the way we deliver services. I'm pleased to once again report back to you on how we've performed during the year, the priorities that have been driving us and how we plan to make further improvements. This report gives you a sense of what we've been up to, along with some key facts and figures.

Keeping you safe and secure in your home is our top priority. We recognise that for many of our residents living in buildings with cladding, this is an unsettling time and we know you're worried about the future. We want to reassure you we're doing everything possible to advocate on your behalf to try to sort out this problem. We have applied for the government's building safety fund and we are looking at how we can recuperate costs from the original developers. We're also lobbying the government to fully cover the cost of building works for all buildings with cladding and to do this quickly.

One of our main priorities this year has been to strengthen our relationship with you and create more meaningful ways for you to provide us with your views and ideas, which is vital as it means you play a key role in helping us make the right decisions about what we do and how we do it. Following a consultation which was open to all our residents, we launched a new resident engagement strategy and we replaced the former area boards with new regional resident panels. We also increased membership from four to seven residents on each regional panel and they will be playing a key role in developing local plans and scrutinising how we deliver our services. An early key

decision, informed by our Resident Panels, was to move back to issuing lifetime tenancies for our social housing residents, giving them greater security in the knowledge that they can stay in their home for as long as they need to.

We're also pleased to say that a year's worth of constructive discussion with residents living in Bellamy Close and Byng Street on the Isle of Dogs paid off when residents voted overwhelmingly in favour of regenerating their estate. We have submitted a planning application for this project in May 2020, and we are meeting the planning committee later this year. We will continue to consult with residents over the coming year as we move towards starting working on site.

At the end of the financial year, the coronavirus pandemic brought unprecedented changes to our lives and we all had to adjust to very quickly. I have been really impressed by the steps teams across the organisation have taken in such a short time to protect our residents, staff and our most vulnerable customers in our care homes during this ongoing crisis.

Lastly, I want to thank Steve Douglas CBE for his contribution as our Group Chair over the last three years as he left us in the Summer to take up the position of Chief Executive at St. Mungo's. I also want to welcome Caroline Corby who has been leading our Group Board since August. Caroline has been on our Board as a Non-Executive Director since January 2018.

I am proud of the progress we have made in the last year. There are areas where we can, and will, do better and I look forward to us meeting this challenge in the year ahead.



Richard Hill
Chief Executive

A message from our new Chair, Caroline Corby

I was delighted to recently become Chair of the One Housing Board and I want to pay tribute to my predecessor, Steve Douglas CBE, for all his hard work, dedication and commitment to One Housing's residents and staff.

I would like to take this opportunity to introduce myself and tell you a bit more about my priorities as Chair over the coming year.

I have always had a passion for helping people and serving my community. Over the years, I have been a non-executive director of a number of public sector bodies and, in addition to my responsibilities here at One Housing, I am currently the Chair of the Parole Board for England and Wales, and Deputy Chair of the Children and Family Court Advisory Support Service (Cafcass), which represents the interests of children going through the English family justice system.

I have been a member of One Housing's Board since January 2018. Since then, I've witnessed the fantastic work done by the organisation. We really do strive to improve the quality of people's lives – from providing care and support services to some of the most vulnerable members of our society, to building new homes and regenerating communities.

Since I joined the Board, there have been many notable achievements. However, there is always more that can be done, and I'm committed to delivering further improvements to our services. One of our key priorities

this year will be building safety. One Housing will continue to take all the steps necessary – working in partnership with local authorities, the fire brigade and you - to ensure that your homes are safe and secure.

We also want to keep playing our part in addressing the shortage of affordable housing in London, by building new, high-quality homes and we will continue to work closely with residents on potential regeneration schemes for the future. We are also committed to providing essential services through our care and support schemes, doing our part to help stretched adult social care budgets and providing much needed homes for our ageing population.

As you will be aware, the Covid-19 pandemic has caused a great deal of difficulties in recent months and I want to thank all our residents for their understanding as we continue to adapt to delivering our services in line with government guidance.

Since the pandemic struck, I have been very proud of the way One Housing staff have responded. In March 2020, at the start of lockdown, we all had to adapt at pace to challenging new ways of working. I am immensely grateful for the flexibility and commitment shown by all our staff during this period. It has not been easy for anyone, but I have been particularly struck by the courage shown by our staff working on the front line, whether in care and support services, or when responding to emergencies such

as urgent repairs.

I have every confidence that One Housing will continue to improve services, provide excellent care and deliver high quality new affordable homes in the next year and beyond. I'm looking forward to leading our Board, helping to shape the future of the organisation in partnership with our staff and residents.



Caroline Corby
Chair

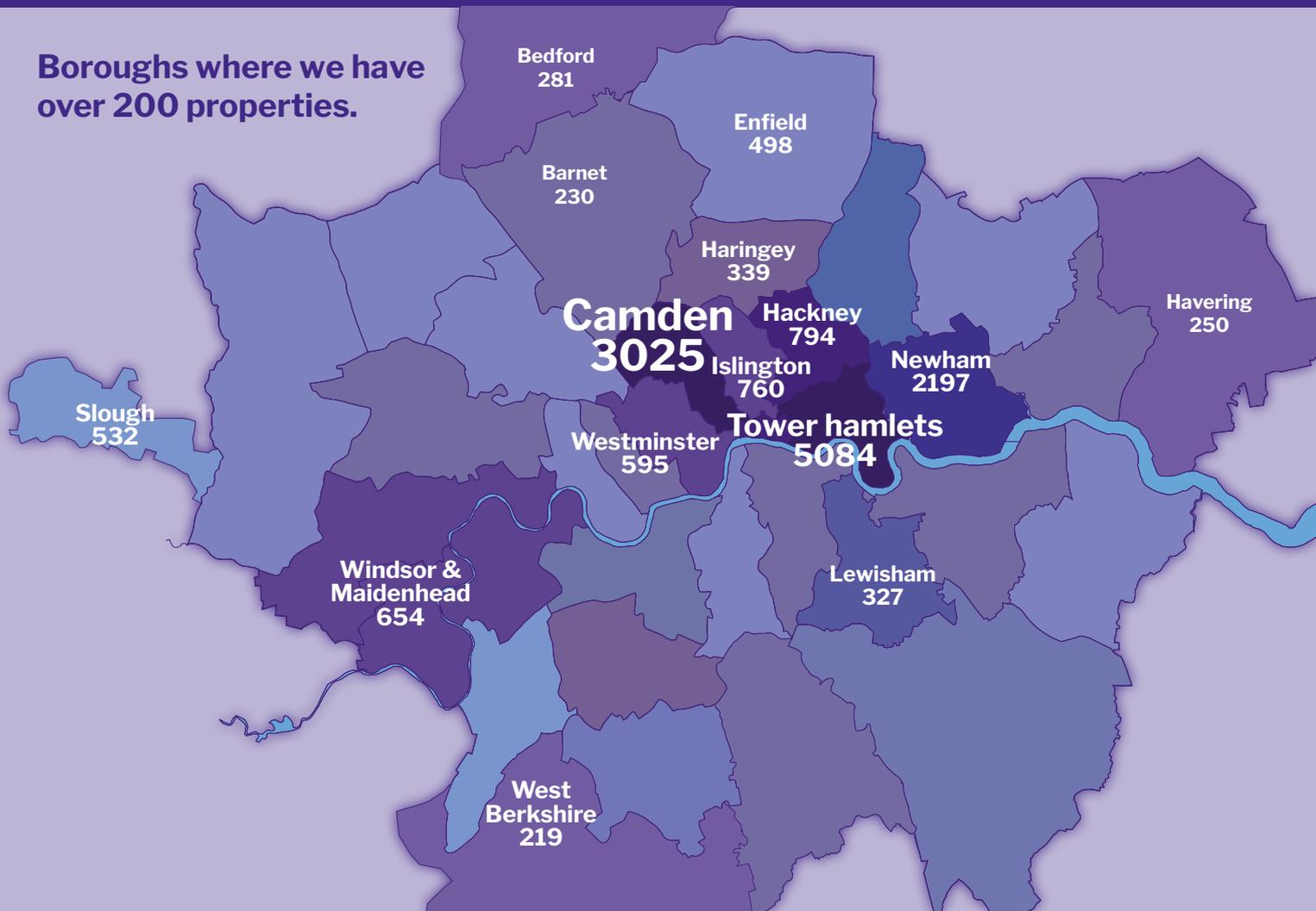
At a glance



Christopher Boone's in Lewisham, completed in 2018.

We own and manage over **17,000 homes in London** and the **South East**, providing homes to around **35,000 customers**. We support around **3,300** people with a range of needs, including mental health, ex-offenders, older people and those with lived experience of homelessness. We also help people into employment through a range of training and support services. Since last year we have reduced our community-based services and we are now focusing on providing high-quality care and support to people in housing settings such as care homes and mental health schemes.

Boroughs where we have over 200 properties.



This year our priorities were to:



Keep you and your home safe:

We completed a total of **8,321** safety checks across the homes we manage, covering gas and fire safety. We completed all fire risk assessments that were due at year end and achieved **99.86%** on gas safety checks.



Enhance lives:

We supported **252** customers into paid jobs, delivered **1,313** one-to-one employment coaching sessions and **132** training workshops through One Academy, our in-house learning hub.



Build affordable homes:

We delivered **355** new homes, of which **232** were either affordable rent or available to buy through shared ownership.



Listen to your feedback:

We launched a new resident engagement strategy and introduced new regional resident panels, that scrutinise our services and help us tackle local issues.



Improve our customer service:

We launched a new website and MyOneHousing, our customer self-serve portal, where you can manage your account, access services, raise repairs and much more at the click-of-a-button.



Support people to live well:

We continue to grow our care and support offer, opening five new schemes for older people; we've also opened a new scheme for people with lived experience of domestic abuse, funded by GLA's Move On Fund, in partnership with Solace Women's Aid.

Giving you a voice

We know the best way to improve is to listen. We want more of you to tell us how we're doing and what improvements you would like to see. That's why we set out a clear plan to guide us on our journey towards greater resident engagement.

Here are our highlights from last year:

We consulted on and launched our new resident engagement strategy which provides you with a wider range of opportunities to get involved, question how we do things and hold us to account. We replaced area boards with four resident panels who have been raising local issues with us and suggesting improvements. We have also set up online platforms where they can meet and discuss issues.

We signed up as early adopters of the National Housing Federation's 'Together with Tenants' campaign which aims to strengthen the relationship between housing associations and their residents.

Bellamy Close and Byng Street residents voted overwhelmingly in favour of regenerating their estate after a comprehensive consultation process. This new development will enable us to deliver more affordable homes and improve the local economy.

Resident Alex Jones joined our Group Board, further demonstrating our commitment to putting residents

at the heart of what we do. Alex became a shared owner in one of our developments over ten years ago and has been involved with her local resident panel since she moved in.

"It's really important for One Housing to understand residents' needs and priorities. I hope to continue to engage with residents, keeping members of the board informed about their experiences to improve and build on our successes."

Alex Jones - Board Member

Safety first

Our top priority is providing homes that are safe, secure and warm.

Maintaining the fire safety of buildings continues to be our top priority and we have appointed two external contractors to support our internal teams and ensure our ongoing compliance: Savills are supporting with our programme of FRAs and Kier are completing any actions that arise from their surveys.

We have also put together a programme of intrusive surveys on our taller buildings with cladding. The government estimates that there are over 1,700 high rise buildings with external wall systems - we own over 60 of these - and the demand for the services of the independent fire experts who are qualified to carry out the surveys is huge. The government also estimates

that it will cost in the region of £15 billion to carry out remediation work on taller buildings so we were pleased in March when they announced a new £1 billion Building Safety Fund to cover some of the costs on buildings over 18m with non-ACM cladding. We know this is a very stressful time, in particular for leaseholders who, understandably, are worried about costs.

We have applied for the government's fund where buildings qualify, and we will continue to do everything we can to minimise the potential impact on leaseholders, including taking action wherever possible to recover costs from developers.



926 Fire Risk Assessments (FRA)



7,395 safety checks on all gas appliances that we maintain

Over the past year, we:



Carried out 42 intrusive tests in buildings which contain non-ACM type cladding.



Removed Aluminium Composite Material (or 'ACM') cladding at Roden Court, in Haringey McCabe Court in Newham and Wharton House in Tower Hamlets which means that at the end of the year none of our high-rise buildings contained this type of cladding. We were able to secure government funding to cover the cost of these works.





We've made improvements to our customer service

A year ago, we told you that we were on a journey to deliver real improvements to the way we deliver services to you.

In the last year, we:

- **Introduced MyOneHousing:** you can check your account, make payments, raise and check the status of repairs and more whilst you're on the go without the need to call us. 1,068 of you registered on it within 6 months of its launch in October 2019, with an average of 1,875 sessions every month.
- **Launched a brand-new website:** making it easier and faster for residents to find information.
- **Launched our regular e-newsletter:** in June 2020, so that we can keep you up-to-date with the latest news. If you would like to receive a copy, please send us your email address to ask@onehousing.co.uk.

We also increased customer service training available to our customer-facing teams, and we introduced the resolution team which focuses on resolving more complex issues and repairs before they reach the formal complaint stage. As a result of these changes, we are resolving issues more quickly, instead of escalating them as complaints: this year we handled 694 complaints, 34% fewer than last year.

The vast majority (77%) were resolved at stage one of our complaints process.



1,068

of you registered on MyOneHousing within 6 months of its launch



This year we handled 694 complaints, 34% fewer than last year.

Supporting people to live well



Providing care and support to some of the most vulnerable in society is a key part of our mission. We offer personalised support to people with a range of needs, such as young parents, older people and those with complex mental health needs.



Since my mother became a resident in 2018, I can only praise the home and the staff. The care and love she has received have been second to none. Accommodation and food are both excellent. Would highly recommend the home to anyone with a relative who, during their latter years, requires help and assistance.

Allison

Daughter of resident at Baycroft Great Baddow in Essex.



In the last year, our care and support offer grew with five new schemes for older people, including Linden Court, our retirement scheme in Lewisham where residents can access flexible care packages when needed and take part in fun social activities to ward off isolation.

We continue to expand our partnerships with the NHS and healthcare providers. Last year we opened Westmoor House in partnership with a scheme in partnership with St. George's Mental Health NHS Trust which supports people with mental health needs on their journey from hospital wards to independent living.

Another area of focus for us is tackling homelessness. The Mayor of London granted us funding to deliver 155 homes

to help rough sleepers and those fleeing domestic abuse. Thanks to this, we opened the Casa Project, a scheme run with Solace Women's Aid and Camden Council which offers accommodation and specialist support over a period of up to two years for 23 women and their families who suffered abuse. In removing the prospect of homelessness, this service gives residents the best chance of rebuilding their own lives.

With coronavirus likely to have long-term consequences on social care, homelessness and mental wellbeing, we will continue to target our care and support services to support some of the most vulnerable people in our society.



“The staff are wonderful, all are caring, professional and dedicated. The space in my flat is a luxury. There is a lovely garden, with lots of wild birds singing. The food is delicious, vegan and delivered. It has been my home for more than four years.”

John
Resident at Roden Court
in Haringey.



“Dad has been at Baycroft since late November. Leaving his own home was difficult for him, and the kindness, understanding and respect shown by all the staff has helped him settle in. They are such a great team who have created a welcoming and happy atmosphere for residents and their families. Dad is receiving excellent and professional care, eating lovely food and has lots of opportunities to join in with various activities and visits. We have enjoyed joining Dad for some great meals and special events too!”

Jackie
Daughter of resident at Baycroft Flitwick
in Bedford.



“My Mother moved into Millcroft in December 2018, soon after her husband past away. At this time she was not only very upset but also unsure as to whether this was the right move for her. I can honestly say that all staff have been amazing and after making her so welcome, that now nearly 18 months on I think the home has been a godsend and has given her a number of great memories. The staff can't do enough and a number of them I know my Mum would call friends. Thank you all so much, I can honestly say I don't think my Mum would still be with us without all your caring and support. I'm indebted to you all!”

David
Son of resident at Millcroft
in Oxfordshire.



Enhancing lives

We have a team of dedicated job experts and we offer classroom-based and online training via our One Academy training programme.

From budgeting and business start-ups to yoga, poetry and jewellery making, our courses offer the chance to develop new skills, enjoy new activities and hobbies, and even embark on a new career.

This year we:

- Supported **252** people into paid jobs, up from **238** last year
- Delivered **132** training workshops through One Academy, our in-house learning hub
- Delivered **1313** one-to-one employment coaching sessions, up from **521** last year.

“I was really blown away by this course. The trainer was excellent: engaging and knowledgeable. I will definitely use what I learnt in my own life”

Camden Resident, How to manage difficult and challenging behaviour

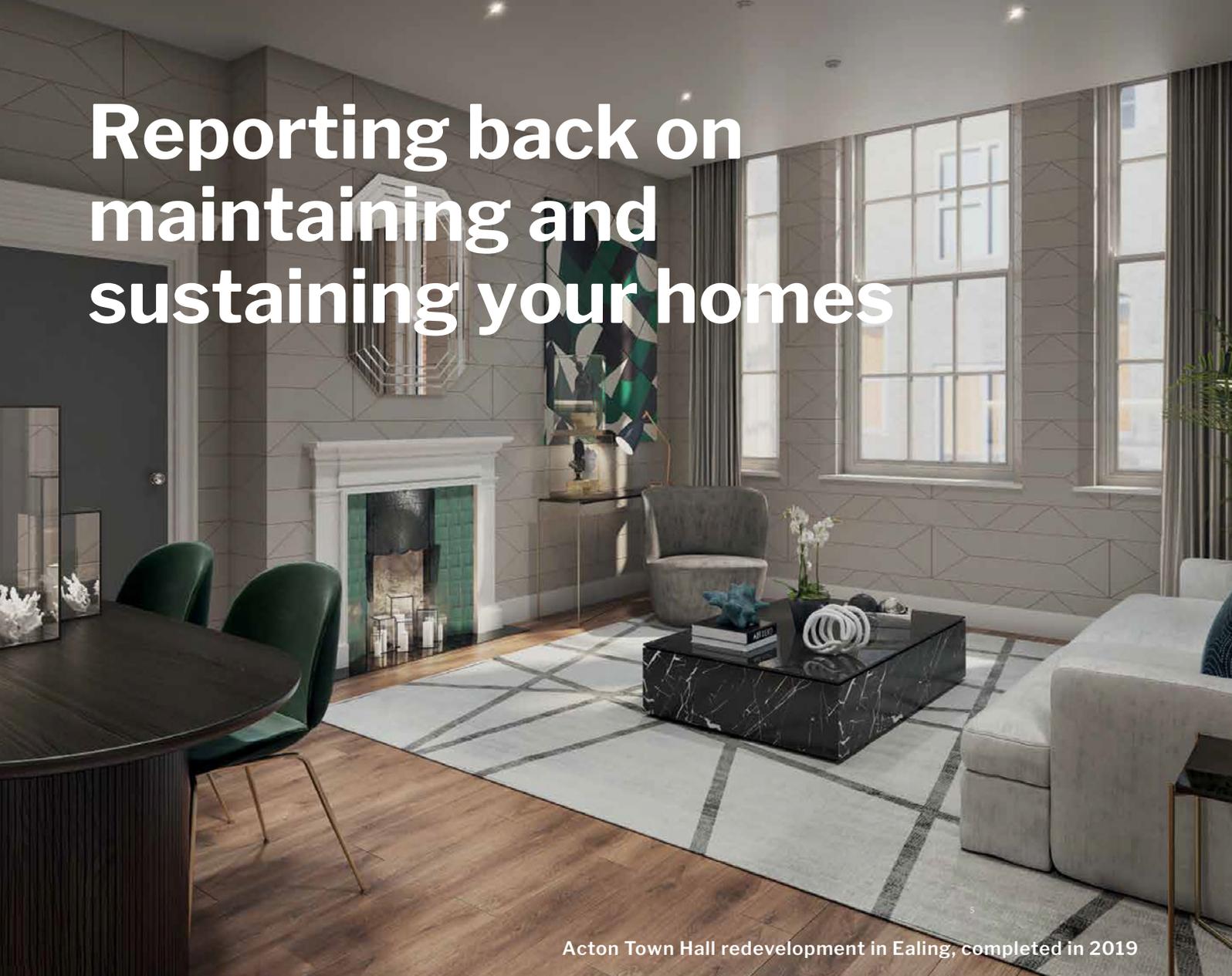
“The Food Safety course gave me all the information and the qualification I needed for my own catering business”

Isle of Dogs resident,
Food Safety Level 2

“I was very unconfident about using a computer before I attended the course but the tutor was really good and very patient. I am going to do the Intermediate course now.”

Camden resident, Microsoft Beginners
Word and Excel

Reporting back on maintaining and sustaining your homes



Acton Town Hall redevelopment in Ealing, completed in 2019

We're committed to tackle the shortage of affordable homes in London and the South East. We completed 355 new homes, 232 of which were either affordable rent or available through shared ownership. We've also helped 154 people purchase a home through Shared Ownership.

We have also completed 35,023 repairs: 94.3% of routine repairs were completed within our target of 20 working days; 96.6% of emergency repairs within 24 hours. We've also achieved a first-time-fix rate of 67% on reactive repairs, and 87% on gas, against a 65% target.

As well as dealing with day-to-day repairs, we:



Installed 495 new kitchens and bathrooms;



Replaced 30 new doors and windows

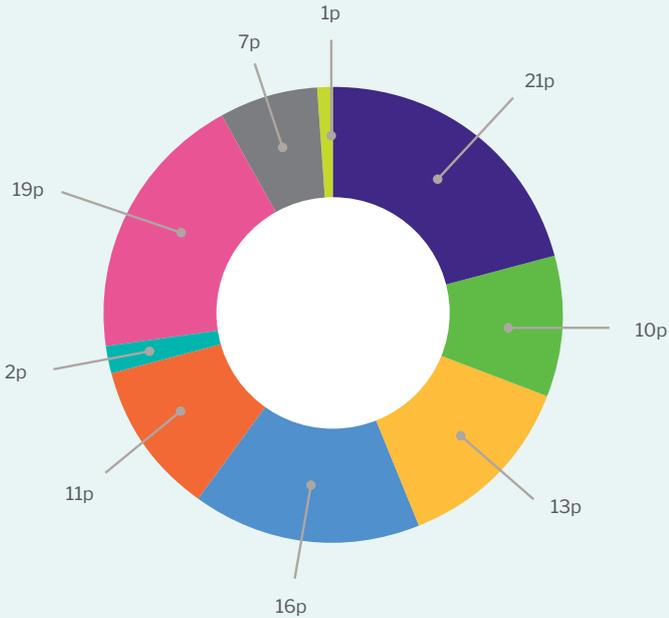


Installed or replaced 141 new boilers

Financial focus

We have an ambitious plan to build more affordable, high-quality homes to help tackle the housing crisis. To do this we have to be strong financially and this year we secured £150m of new investment. We'll be using the investment to support our plans to develop 5,000 new homes over the next ten years, as well as funding our care and supported housing offer. We have also worked hard to reduce rent arrears, so that we can make the most of all of our income. Last year we achieved an income collection rate for rent of 99.5%.

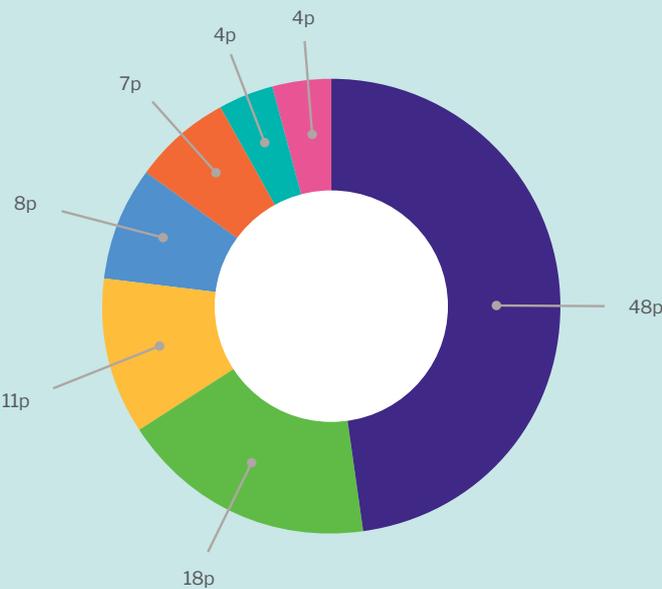
Here's how we spend every pound:



Interest & Finance Costs*	21p
Management Costs	10p
Service Charge	13p
Repairs and Maintenance	16p
Depreciation	11p
Other Social Housing Costs	2p
Care & Support Costs	19p
Leaseholder Services and Management	7p
Community Regeneration	1p

* These are our loans that allow us to develop more homes for people in housing need

Here's how we earned every pound:



Social Housing Rental Income	48p
Care & Support Contract Income	18p
Service Charge Income	11p
Shared Ownership Rental Income	8p
Deficit Funded by Other Property Related and Commercial Activities	7p
Government Grant Income	4p
Shared Ownership Income	4p

Moving forward

Over the coming year, we will build on our achievements and keep making further improvements to our services, for instance by building more affordable homes and supporting more people into jobs. Here are some of the improvements we aim to deliver:



Coronavirus

It is impossible to predict how this pandemic will affect our communities next year, but we will keep following the government guidelines and do all we can to keep our residents, staff and most vulnerable customers in our care homes safe during these uncertain times.



Cladding remedial works

Following the announcement by the government of a £1bn fund for the replacement of non-ACM type cladding on high rise buildings, we have submitted funding applications on behalf of our leaseholders and shared owners to progress our programme of remediation works.



Customer service

We will continue to make improvements through the use of technology with the introduction of a new Customer Relationship Management system, which will help us deal with your queries more efficiently and deliver better customer service.

We will report back to you next year so you can see how we have done. In the meantime, you can keep up to date through our website, Facebook page (www.facebook.com/onehousing) or Twitter feed (<https://twitter.com/askonehousing>).