



One Housing



Part of
Riverside

2021-22

Residents Annual Report

Welcome to our year in review

It's been another busy year for all of us here at One Housing as we focused on delivering projects that are vital today, including our building safety work programme and the ongoing response to the pandemic, and on articulating our vision for the organisation tomorrow, in the shape of our merger with the Riverside Group which will see us become the fourth largest housing association in the UK with 75,000 homes and over 5,000 colleagues.

We're working hard to unlock the benefits of this partnership for our residents and colleagues, and making our voice heard at the national level while continuing to deliver great local services.

In this Residents Annual Report, I'm pleased to 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.

Last year we held one of the biggest conversations with our residents during which we articulated our vision for the Riverside Group merger and asked whether they agreed with our proposals as part of a six-week consultation. The results showed that, overall, four times as many residents, who expressed a view, either way, were in favour of the merger as were against.

We're now focused on delivering this vision as part of a journey to full integration.

One of our main priorities over the last twelve months has been to strengthen our relationship with residents and ensure you are at the heart of everything we do.

We're delivering our Customer Experience Strategy launched in March 2021 and creating more meaningful ways for you to provide us with your views and ideas as part of our new resident engagement offer.

To help us shape the offer and our refreshed Resident Engagement Strategy, we have engaged with 2000 residents, including our Resident Panels and Tenants and Resident Associations.

Keeping you safe and secure in your home is our top priority. Despite the Covid-19 disruptions, we have continued to make progress on improving our performance on repairs.

We launched our Repairs 2021 project with a clear and rigorous focus on increasing the speed and quality of repairs into 2022-23.

We also continue to invest in our building safety programme, and we have further committed over £250m in our business plan to fund work over the next few years.

As we continue on the path towards full integration, I want to stress that we're committed to working together with our residents to improve our services and place you at the heart of our decision-making.



Richard Hill
Chief Executive



A word from the Chair

We're at the start of a new chapter in our history, as we formally joined the Riverside Group on 1 December 2021.

We're proud to combine with a housing association that shares our values and our deep commitment to helping people in housing need, building more homes where they are needed and creating communities where people can realise their potential.

Our new partnership provides us with financial stability and allows us to unlock investment to do more for our residents and communities. We'll be guided by the six Pledges we made to our residents during the consultation process to ensure we deliver better services; support you through difficult times, particularly as the cost-of-living increases; and make additional investment so our homes are safe, warm and environmentally sustainable.

I'm pleased that as an organisation we were able to identify additional resources to start delivering on these Pledges and have involved residents from both organisations through the Customer Task and Finish Group, who will monitor our commitments.

We remain committed to implementing our Customer Experience Strategy. It is focused on both better meeting the changing demands of our residents and creating efficiencies that allow us to deliver value for money and provide support to residents who need our help most. Following the launch last year, year two will focus on enhancing our Customer Service Centre, continuing the improvement of our repairs service, and embedding a 'Customer First' culture around the organisation.

We also continue to focus on our core social purpose to create places for people to call home and support them to live well. Our ambitious regeneration plans for Camden and Isle of Dogs are progressing well and we are proud to provide exceptional care services, including supplying exceptional holistic homelessness support services at Arlington and the UK's first LGBT+ affirming retirement community, Tonic@bankhouse.

As we look into the next year, I want to assure you that our residents remain our utmost priority. I look forward to leading our Board, so we deliver the ambitious plan to improve our services as part of our new future within Riverside Group.



Caroline Corby
Chair



Our priorities for 2021-22



Customer service



Continuing to improve our repairs service



Building and fire safety



Regenerating our existing stock



Potential merger with Riverside Group

Our work at a glance

We own and manage around 17,000 homes across London and the South East, providing homes to around 35,000 customers. Our housing stock is based across 44 local authority areas with the greatest concentrations of homes being in the London Boroughs of Tower Hamlets, Camden, Newham, Hackney, and Islington.

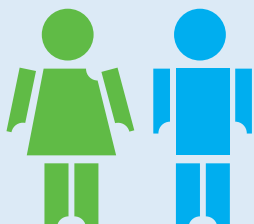
In London, we are a provider of quality care and support to people with a range of needs and we help them to live independently in the community.

Our supported housing schemes transform the lives of people with mental health needs and we help homeless people to move on to secure homes and more stable futures.

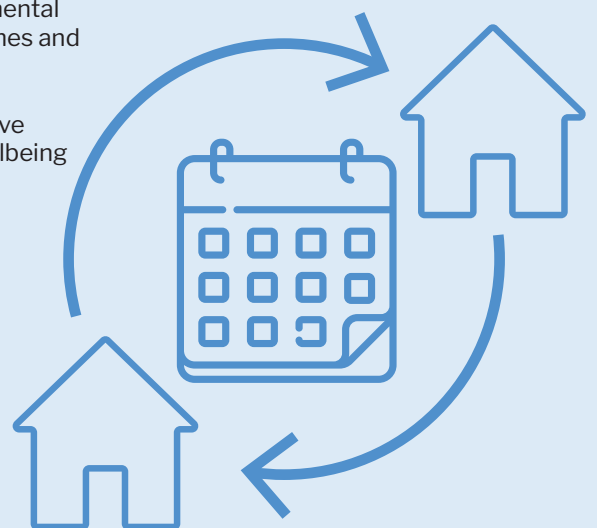
We also help people into employment and work hard to make a positive difference in our residents' lives by promoting independence and wellbeing through a range of training and support services.



Homes built in 2022



Supported 3,254 residents through our employment and training



Delivering our Customer Experience Strategy

In 2021 we launched our Customer Experience Strategy setting out our vision for providing great customer service and outlining how we will deliver the improvements.

In this report we have tracked the progress we made in the first year so you can see what we have done to put you, our residents, at the heart of everything we do.

- ✓ We launched our Customer Voice customer satisfaction surveys.
- ✓ We launched 'On My Way' App for the repairs service to track arrival time of the operatives.
- ✓ We launched our new Complaints Policy and reviewed how we work to improve the turnaround of complaint responses.
- ✓ We developed the Customer Feedback framework which is reported to Customer Services Committee.
- ✓ We hosted workshops with residents to improve how we communicate with you about your service charges.
- ✓ We improved our service charge processes to ensure we provide more accurate data and have clearer audit processes.
- ✓ We developed and launched our Customer Service Standards/Offer.
- ✓ We re-designed our resident and building safety newsletters and started reporting on our service performance.
- ✓ We made a range of digital improvements to MyOneHousing, our safe and secure self-service portal, to enhance your experience and increase the number of things you can ask us for.
- ✓ We introduced rent texting and new online choice-based lettings registration for those of you wanting to move home.
- ✓ We started piloting Webchat to make it easier for you to contact us.



Getting our services right is our top priority. We know we still have some work to do so we can provide greater first-time resolution and quicker responses to more complex issues as well as reduce the number of times you need to contact us to follow on works for repairs.

Although we are achieving 80% first time resolution through the Customer Service Centre, we want to improve so we can provide better service.

We put a range of plans in place to support us which include closer working between the Customer Service Centre and the repairs scheduling team and joined up working between the resolutions team and the complaints team.

We will also continue to deliver customer service training across the whole organisation to emphasise the importance of thinking 'Customer First', learn from complaints and share changes made and actions taken from listening to residents' feedback in our resident newsletter and across digital channels.



Partnership with the Riverside Group

Following a six-week consultation with our residents and customers on a proposed partnership between One Housing and Riverside, we joined the Riverside Group as a subsidiary on 1 December 2021.

Residents of both organisations were sent an 8-page document providing more information about the proposal with our pledges outlining how we will be better and stronger together and how we can do more for the residents and communities we serve.

We had an excellent response with 3,632 people from both organisations taking part. Thank you to all residents who responded.

Residents were involved throughout the consultation on the partnership and continue to be a vital part of the process.

During the consultation, a team of 12 residents from a variety of areas across both organisations teamed up to contribute to every aspect of decision making. They had a say in how the consultation was designed, the questions we asked, the way we communicated with you and much more.

Going forward we have formed a Customer Pledges Task and Finish Group who are working with us to deliver the Customer pledges. This group is formed by individuals who are members of One Housing and Riverside customer engagement forums.

Our journey to full integration so far

- ✔ Residents who wish to move homes can register for an internal transfer for a new home with both Riverside and One Housing. You can apply for a move in any area where we own homes except where the local authority has specific local connection requirements. In some areas housing is in very short supply so waiting times may vary.
- ✔ From April 2022 we have committed to investing £2.5m of additional funds each year to support you and the community where you live through these challenging times. These include:
 - ✔ a new annual £500k Helping Hand Fund to support residents in need
 - ✔ a new £250k Community Fund for groups to bid for to fund projects which will support residents.
- ✔ We are making funding available to develop partnerships on a wider scale with established organisations or groups to address local or national issues such as food and fuel poverty, mental and physical health, access to digital services, tackling inequality etc.
- ✔ From April 2022 we are investing an additional £2.5m in tackling water-related issues such as damp and mould.

We will make sure you hold us to account and publish a report at the end of year one of our partnership to tell you how we have delivered the pledges.



Giving you a voice

Listening to our residents and ensuring your voice is at the heart of decision-making is very important to us. We want more of you to tell us how we are doing and what improvements you would like to see. That is why we set out a clear plan to guide us on our journey towards greater resident engagement.

One of the steps we took was consulting with residents on our refreshed Resident Engagement Strategy which launched in summer 2022. It sets out new and enhanced ways of partnership working to meet the diverse needs of our residents and involves everyone more effectively in scrutiny, service planning, decision-making and service delivery.

The consultation closed on Monday 14 February 2022 and we received 1348 responses to an online survey and spoke to 149 residents during face to face and virtual meetings. We also worked with Resident Panels and our Tenants and Residents Associations.

Residents told us that their top themes for improvement and priorities for engagement are:

- ✓ Stronger working partnerships with our residents – More influence in top-level decision-making that links to their home
- ✓ Resident-led scrutiny leading to service improvement
- ✓ Improved two-way communication
- ✓ Community development – Identifying needs and addressing these to build stronger communities
- ✓ Supporting our residents to become engaged – Providing more opportunities for our residents to talk with us.



We are now working with residents to shape how each theme is delivered.

53%

Tenants

23.5%

Leaseholders

23.5%

Shared owners

1059

Residents live in flats or maisonettes

289

Residents live in houses



Supporting our residents during the challenging times

As many of our residents face financial pressures, this year we expanded our team of Welfare Benefits Advisors. It now consists of two officers who supported 753 residents with Welfare Benefit Advice.

If you struggle to pay your rent, please speak to us so we can help you understand what benefits you are entitled to, whether you can get help with council tax and how the change over to Universal Credit can affect you.

How did our Welfare Benefits Advisors help?

We supported a new resident who had recently moved into one of our homes following a really traumatic family time.

As the resident couldn't meet the requirements to apply for welfare benefits, we supported them with transition into a new local authority welfare support scheme. We also helped them apply for the high component of Personal Independent Payment (PIP) which meant they were then eligible for Housing Benefit.

In addition, we applied for a Discretionary Housing Payment to clear outstanding arrears accrued due the delay in benefit payment. We then managed to secure food bank vouchers from Trussell Trust and fuel vouchers from Department of Work and Pensions.

Safe communities

Our Community Safety Team continues to work with local partners and agencies to tackle anti-social behaviour (ASB) and promote safe and enjoyable communities for all of our residents.

We are now an Accredited Member of the Domestic Abuse Housing Alliance (DAHA) and will follow their advice to ensure our response to domestic abuse follows best practice and we provide our most vulnerable residents with a high level of customer service.

Dealing with noise nuisance

Case study 1

We were informed by Camden Council's Environmental Health Team that they had attend one of our properties and had served a noise abatement notice for severe noise nuisance.

This constitutes a severe breach of tenancy and the resident responsible was served with a Notice of Seeking Possession (NOSP).

Following the NOSP, the resident was issued with a civil injunction to stop any further incidents of noise nuisance, and there have been no further noise reports since

A leaseholder told us that their neighbour had been regularly playing loud music.

Case study 2

We advised him to keep a diary with details of each incident, including recordings of the noise if possible, and the effect it was having on him.

After repeated warnings, the neighbour was issued a Community Protection Warning by the local authority, with a letter from One Housing warning her of consequences of breaching it.

After breaching this warning, she was issued with a Community Protection Notice in addition to an Acceptable Behaviour Agreement from One Housing with the same conditions.

Since this was issued, we have had no further reports of noise for nearly a year.

Handled 644 community safety cases Achieved 88% satisfaction in handling ASB cases

Your safety at home

Our ongoing focus on fire and building safety ensures this remains a top priority.

We know that the issues surrounding cladding have been incredibly difficult for our residents and you told us that you needed us to update you more regularly on what is happening. We have taken your feedback on board and have re-designed our building safety newsletter which is sent to residents living in blocks of flats every three months. We also held 35 regular meetings with residents living in some of our taller buildings.

During the past year we prepared ourselves for the Building Safety Bill to become law. We were pleased to see the Government announce a series of protections for leaseholders. While we are awaiting further guidance on this, we are doing everything we can to ensure we minimise the cost of any remediation works for our leaseholders and tenants. This work includes challenging the developers to recoup remediation costs and continuing to make applications to the Building Safety Fund – we have made 28 applications with a combined value of over £69m.

We own hundreds of buildings and therefore need to prioritise them on the basis of safety factors, including height and type of cladding used. If we are not the freeholder of the building or have responsibility for its structure, we work with the responsible landlord and managing agent to help them obtain the confirmation of compliance.

- ✓ **28 applications made to the Building Safety Fund**
- ✓ **£20m spent on cladding remediation**
- ✓ **100 complaint EWS1 forms issued helping homeowners move on**
- ✓ **36 contractors or developers pursued for legal redress**

Fire safety

In April, the Fire Safety Act 2021 came into force to provide better clarification on responsibilities and improve fire safety in blocks of flats. It includes a requirement for external walls, balconies and flat entrance doors to be part of the regular fire risk assessments carried out by building owners.

To ensure you feel safe in your home, we continue to work closely with Savills, independent fire risk specialists, to carry out regular Fire Risk Assessments (FRA) of the communal areas of all our buildings, such as the stairways and the corridors. The frequency of how often this happens depends on the type of building and the building history.

10,772 fire risk actions completed

100% compliant on all properties requiring a Fire Risk Assessment

Our repairs service

Keeping our residents' homes warm, safe and well maintained is important to us. Things can, however, go wrong or need repairing.

To improve how we manage our repairs and maintenance service, we launched the Repairs 2021 programme and focused on ensuring that we have efficient and consistent processes across all tenures for delivering repairs and completing post-repair surveys.

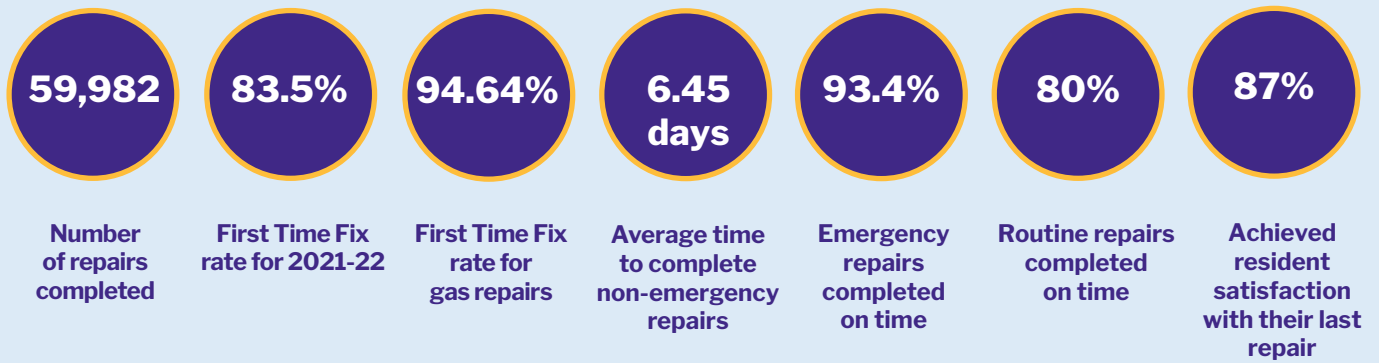
We now collaborate with Buildbase supply chain who have committed to deliver parts when operatives are on site within 30 minutes to remove the need to book follow-

up jobs. We have also launched pop-up storage facilities at key locations based on where we have identified high demand for repairs. This allows us to have stock readily available when operatives need them, by-passing delays that can often occur with suppliers and removing the impact on residents having to facilitate additional follow-up appointments.

We also launched 'On My Way' App to allow you to track where

the operative is and see their estimated time of arrival. You can also communicate with the engineer to avoid delays if for example a gate code has changed or you have to leave the house.

We are proud that those improvements helped us achieve 87% resident satisfaction with their last repair. We will continue to listen and respond to residents' feedback so we can provide excellent customer experience.



Care and support services

Our care and support arm provides a range of services from getting rough sleepers off the streets through to local authority funded supported housing for elderly and vulnerable people.

We continue to partner with the Mayor of London's office to deliver the Move-On programme to help people move on from hostels and refuges.

We were the first housing association to be awarded a contract to help rough sleepers. As a part of this, we are working with Solace Women's Aid to support victims of violence against women and children. We are delivering 115 homes and residents will be provided with support including for mental health issues, financial management, help to find employment and education or training opportunities.

We have recently created an additional partnership with Camden Council to deliver a further 20 homes through this programme.

In our care homes, our number one priority is to keep our vulnerable residents as safe as possible.

Vaccination remains a primary protection measure against Covid-19, reducing the risk of serious illness, hospitalisation, and death. All staff in our care homes are vaccinated alongside our residents and we have

continually followed all the guidance and ensured PPE is available and deep cleans have been carried out when required to reduce transmission.



**1772 customers accessing our services
568 residents in private care homes
and senior assisted living**

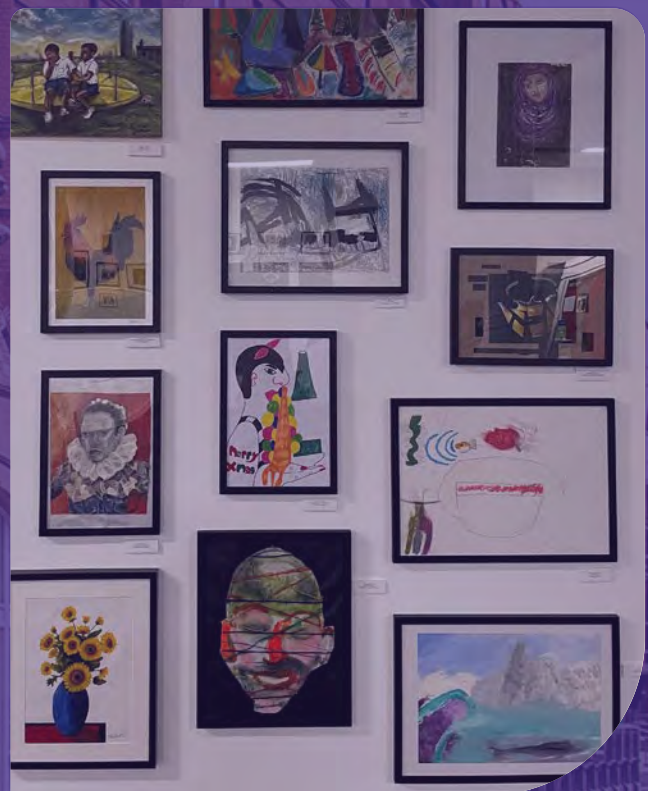
Celebrating art created at Arlington

Helping people when they need it and adding value in our communities is at the centre of everything we do.

Following an 18-month break caused by the pandemic, we were pleased to be back at Arlington to celebrate with residents the artwork produced during their attendance at Creative Space – a programme created and delivered in partnership between One Housing Foundation and SPACE.

The Creative Space is a year-round programme of creative workshops designed to foster confidence and new skills. Participants are involved in choosing the programme's content and use the spacious studios to develop their own work as well as to engage with artist-led projects. There is a range of workshops they can take part in including art and drawing, textiles screen printing, photography, graphic novel writing and music production.

Aside from the social and therapeutic benefits of the Creative Space, what comes out of these workshops is artwork of a high quality. Some residents continue to attend workshops after they have moved on to permanent accommodation and even progress into further education, and work in the arts.



Working with residents on regeneration

After a two-year consultation, residents voted overwhelmingly in support of the redevelopment of Alice Shepherd House and Oak House on the Isle of Dogs. Residents were well represented with 88.4% of residents taking part in the ballot.

The proposed 347-home scheme will deliver high-quality, affordable homes which are desperately needed in London. The current plans would provide an additional 96 affordable homes to the local housing supply; with 67 homes within the scheme allocated to those on the local housing waiting list.

Existing One Housing residents currently living on the estate will all have the right to be rehoused within the new scheme.

For rehoused residents, we have committed to delivering homes that are either the same size or bigger than the existing ones. In addition, all new homes will have private outdoor space in the form of a balcony, patio or garden as well as access to communal outdoor green spaces.

Bellamy Close and Byng Street regeneration partner

In March 2022, we partnered with Mount Anvil to deliver 202 new homes, 94 of which will be affordable, as part of the Bellamy Close and Byng Street estate regeneration.

One Housing and Mount Anvil have worked closely with local residents to develop the planning proposals, undertaking wider community engagement, ultimately redesigning the original scheme following the residents' feedback.

The new proposals will now include a housing mix ranging from two, three, four and five bedroom family houses and apartments with either private roof terraces, balconies or gardens, providing a mixture of social rent, shared ownership and private homes. Our current residents have been offered a new home within the new development.

An enhanced planning permission is due to be considered in July 2022.

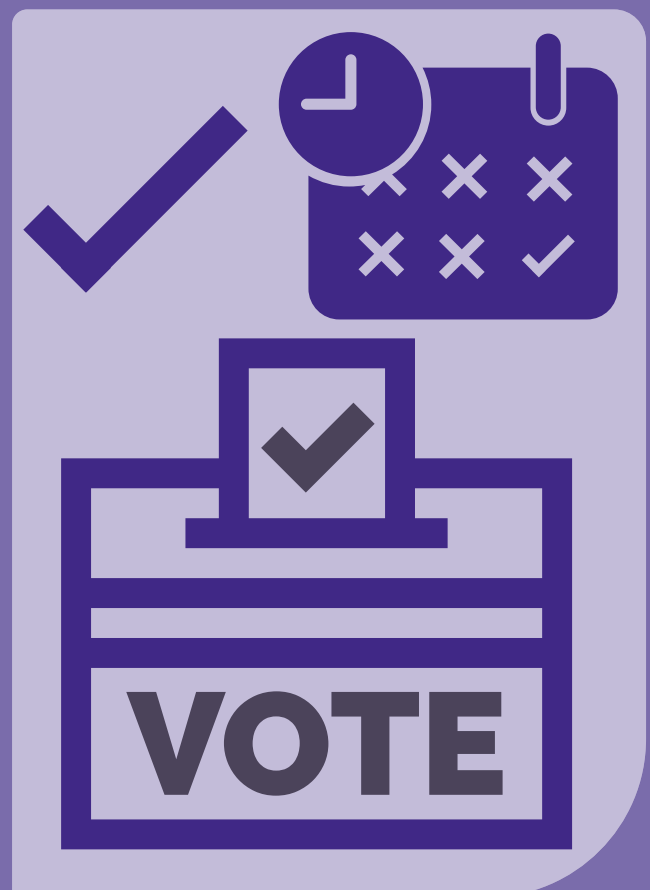
Working with local residents to deliver the best future for Juniper Crescent in Camden

Following a resident ballot in June 2020 during which the majority of residents at Juniper Crescent and Gilbeys Yard (57%) voted to reject the proposals for regeneration, our regeneration team have been engaging further with residents about the regeneration proposals in order to understand the ballot results more fully.

These conversations have not only helped us gain a much better understanding of residents' thoughts on regeneration and life on the estates but also set out a better approach to regeneration through a series of new regeneration commitments.

From our conversations with residents, we understood that residents view Juniper Crescent and Gilbeys Yard as separate estates regarding regeneration discussions.

Furthermore, Juniper Crescent residents have told us they would like to continue to explore regeneration opportunities and the future regeneration of the estate. With this in mind, we have continued to engage with residents to understand what they think about regeneration so that we could improve our landlord offer. We have also worked with residents on the home designs ahead of the full engagement on a new Masterplan in summer 2022 and the upcoming ballot.



Priorities for the year ahead

Over the next year, we will build on our achievements and keep making further improvements to our services.

We will work more closely with our residents and make it easier for you to contact us. We will also improve our Customer Relationship Management system to eliminate the number of unnecessary emails sent and respond quicker to your queries.

- ✓ **Better communication with our residents**
- ✓ **Implementation of our refreshed Resident Engagement Strategy**
- ✓ **Continuing to improve our customer service**
- ✓ **Continuing to work with Riverside and deliver our merger pledges**

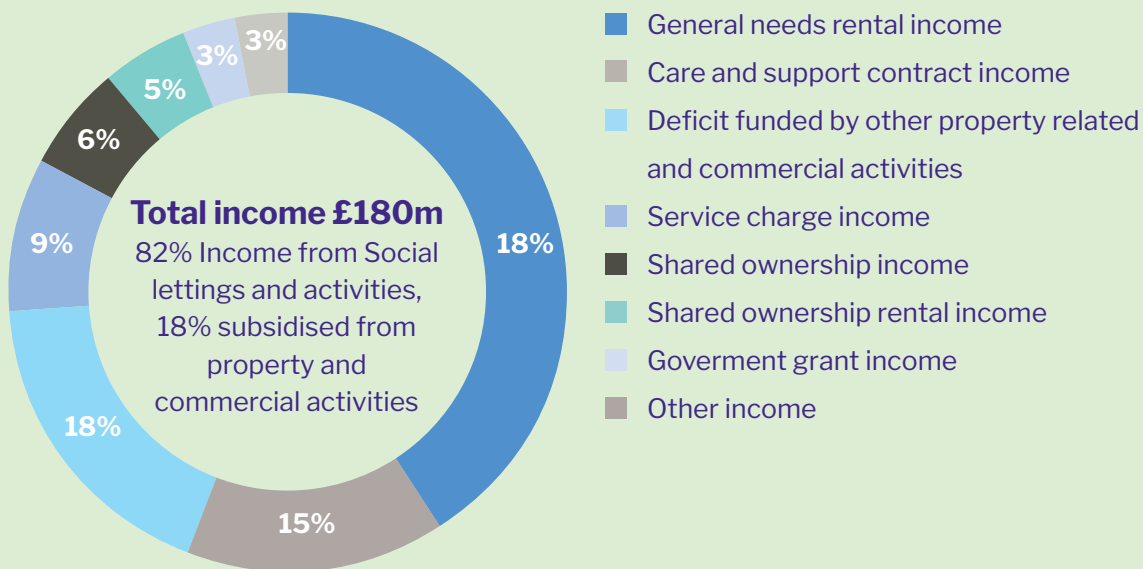


Financial report

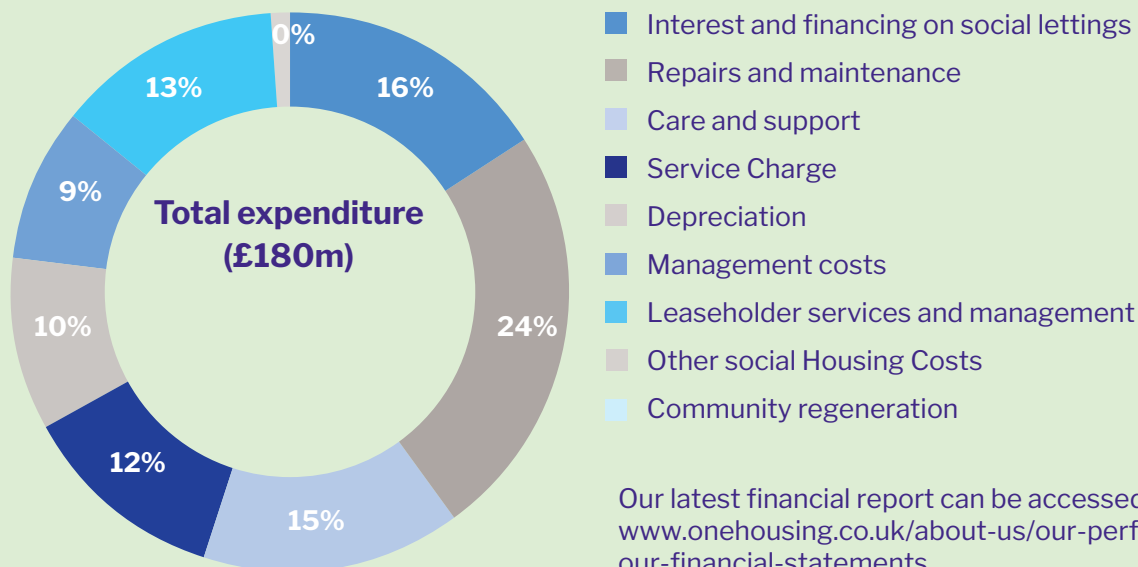
Over the last year we focused on delivering vital projects while responding to the pandemic. Covid-19 continued to impact our business – with our social care, homelessness, and internal planned investment programme all directly affected by restrictions, and our wider repairs and our development plans indirectly affected by the disruptions.

Despite these challenges, we exceeded our income collection target for 2021-22 with a collection rate of 100.8%. We put a strong focus during the year on maximising benefit advice and income for our customers as well as focusing on recovery action in line with previous re-payment agreements and court judgements.

Social lettings and activities Income



Social lettings and activities expenditure



Our latest financial report can be accessed at <https://www.onehousing.co.uk/about-us/our-performance/our-financial-statements>



আপনি যদি চান যে, এই ডকুমেন্টটি বাংলায় অনুবাদ করা হোক বা আপনি যদি বাংলা বা সিলেটি ভাষায় আলোচনা করতে এবং আপনার মতামত দিতে চান, তাহলে অনুগ্রহ করে নিঃশুল্ক ফোন নম্বর 0800 030 4588-এ ফোন করুন এবং আপনার নাম, ঠিকানা এবং যোগাযোগের বিবরণ সহ একটি ভয়েসমেল ছেড়ে আসুন। কেউ একজন আপনার সাথে যোগাযোগ করবেন।

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