



One Housing

2020-21

Residents Annual Report

A year to remember

The last year has been one of the most challenging years for us as an organisation and we know it has impacted on the lives of all our residents in different ways. We are starting to see things slowly return to a new version of normality and, though I am very hopeful for the future, if we have learned anything over the last year it is that things can change very suddenly.

The pandemic was a complete unknown and temporarily changed the way we carried out our services. I'm delighted we have now been able to resume a more normal level of service and I hope you can enjoy some of the stories of community spirit we have captured within this report.

The purpose of the Residents Annual Report is to let you know how we've performed during the year, our priorities which have shaped our approach and our ambitions for the next year. It also provides you with a bit of information about the business with a summary of activity in each of our core business areas, as well as some other insights which we think are important to share with you.

Our absolute priority for the year has been our commitment to keeping residents and staff safe,



Richard Hill
Chief Executive

whether in relation to the pandemic or building safety.

We know that the safety of our buildings continues to be a concern for residents, and as an organisation we have ensured that we have continued to lobby the Government on residents' behalf. I was pleased to see the Government announce further funding for building remediation earlier this year and we are hopeful that many leaseholders will receive financial support either through Government funding or as a result of One Housing seeking legal redress from the original developers or other third parties.

Providing high quality care and support is an important part of One Housing's service offer. It is a key part of our social purpose to provide homes and services to our ageing population and to others in society who need some extra support to live independently. This is something we will continue to do because it is the right thing and a core part of our social purpose, but we will do it in a more cost-effective and sustainable way.

We remain committed to addressing the shortage of affordable housing, particularly in our core area of London. Our development model has now changed and we now focus on regenerating existing estates, delivering high-quality and energy efficient homes. Following on from the successful residents' ballot for the regeneration of Bellamy Close and Byng Street last year, I'm delighted that residents have voted in favour of our redevelopment plans for Tiller Road in the Isle of Dogs. We look forward to working closely with residents as these plans develop.

We have also focused on putting the customer at the heart of everything we do. This is something we need to strive for year-on-year but we hope you have started to see some real progress in terms of the way we are communicating with residents – we want to be more open and transparent and I believe we have made some positive progress on this over the last 12

Our priorities for 2020-21

- 
Putting customers at the heart of everything we do
- 
Delivering better, more efficient services
- 
Supporting residents through the pandemic
- 
Prioritising building safety

months.

I want to stress that despite the challenges facing One Housing, the sector and the economy, we remain a robust organisation. We have strong liquidity and a sustainable long-term business model. I have every confidence that we will face these challenges head-on and continue to be a force for good in our communities.

Our footprint



17,000
homes owned and
managed by One
Housing Group



Over
35,000
One Housing
customers



3,500
people supported
in different areas

One Housing manages over 17,000 homes across London and the South East across almost 50 local authority areas. Our housing stock provides homes to over 35,000 customers and we have over 200 properties in most local authority areas we operate in.

We don't just provide homes – we help around 3,500 people with a range of different needs and provide support in different areas such as mental health, homelessness and access to employment.

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 strive to give back to the communities we operate in by partnering with local authorities, charities and community groups to build long-term connections in the areas we operate in.

A word from the Chair

This is my first full year as Chair and although in many ways this has been a challenging year, I'm very proud to be Chair of this diverse and important organisation. What we do has never been so vital and if this pandemic has taught us anything, it is that the people providing care to some of the most vulnerable in our society deserve our greatest respect and praise.



Caroline Corby
Chair

We recognise the last year has been difficult for residents who have had to cope with a scaled back repairs service as we adapted to tighter lockdown restrictions. I wanted to take this opportunity to thank residents for their patience during this time and say a special thank you to all our residents and staff who went the extra mile to support One Housing residents who were vulnerable or having to isolate.

As an organisation we have really sought to improve our communication with residents over the last year and this has been particularly important during the pandemic when we were unable to meet in person. We hope you have noticed an improvement in the quality and frequency of our communication with residents and we will continue to work more closely with residents moving forward, whether through our engagement panels, residents' meetings or in person.

We consciously made some difficult financial decisions in the last year and although this shows as deficits in our financial reporting, we are

confident that these decisions are positive for the longer-term growth of the business. We remain a financially stable and robust organisation with a new business focus - updating our existing housing stock and delivering on our core social purpose to create places for people to call home and support them to live well. We are also working closely with the Regulator of Social Housing to get back to a G1 rating for governance as soon as possible.

We continue to be ambitious in our approach to addressing the shortage of affordable housing in London, playing a leading role in the G15 and working with sector partners as well as local councils, the GLA and Government.

As we look forward to the next year, we still have lots of work to do to build on the progress we have made this year but our residents remain our utmost priority. I look forward to working with customers, employees and stakeholders over the coming year to continue to improve our services and provide great places for people to call home.

Year of the Customer

February 2020

Started work with Resident Panels on the implementation of their Local Plans

October 2020

Began series of virtual meetings with residents over estate-specific issues as well as fire safety

March 2021

Customer Experience Strategy is published

September 2020

Work begins on our Customer Experience Strategy

March 2021

One Housing now working with 27 TRAs as result of enhanced lockdown communication programme

Customer service performance

161,139

calls handled

81%

customer service level (80% target)

3%

calls abandoned

70%

complaints responded to within target

Customer Experience Strategy

We have worked hard over the last 18 months to work more closely with residents and respond to their feedback. This work has included increasing our engagement with residents across our sites whether in writing, virtually or in person, and working more closely with our resident panels.

As a result of work with the Institute of Customer Service, we developed a Customer Experience Strategy setting out our vision for providing great customer service and outlining how we will deliver these improvements.

Our Customer Experience Strategy has five key themes:



Communicate with clarity and compassion



Perform with transparency and accountability



Think customer first



Learn from our customers



Build trust and keep our promises

Adapting to the pandemic

Our ambition for this year had always been to improve our services to customers, particularly in the way we communicate with you. This was particularly difficult as we weren't able to get out to speak to residents face-to-face or carry out site visits in the same way. Nonetheless it did make us think about new ways of communicating with residents and

made the need to communicate with you even more important, as we recognised that many will have been completely isolated.

We've learnt so much as a result of the pandemic and it has really changed our engagement with residents – we hope you've noticed a change too. In 2017, we worked with 12 Tenant and

Resident Associations (TRAs). By the end of March 2021 we were working with 27 TRAs, 30 community groups and 10 resident champions. Even if we can't meet with residents face-to-face we now have fantastic ways to meet with customers online and this is something we want to continue moving forward.



Worked with 27 Tenant and Resident Associations



Communicated with 30 community groups



Residents supported into work remotely during the pandemic



Made significant donations from our Community Chest

Covid Heroes

Whilst the pandemic has been extremely challenging, it has also created a new sense of community spirit as people came together to support each other in different

ways. We have seen and heard some amazing examples of this across our sites and we wanted to share some of these with you and to say a big thank you for all your patience over the last year.



Community baker

One Housing residents and star baker, Flo, received worldwide praise for baking over 100 pies for those in need during the pandemic



Homelessness awareness

Delivered a homelessness project with young people to raise awareness and understanding



Virtual youth club

To support younger residents during the pandemic we set up an online weekly youth club



Food parcels for those in need

One Housing funded 10,000 food parcels for vulnerable residents in the community working with community groups and volunteers

Keeping residents' safe

Looking after our residents and making sure they are safe remains our top priority and will continue to be a major focus for us as an organisation. We continue to pursue developers for the cost of remediation works as part of the process laid out by the Government. To date we have made 28 separate applications to the Building Safety Fund and we have been pleased to receive positive confirmation that a number of these have been agreed in principle. For those that remain outstanding, we continue to monitor their progress closely and keep residents updated.

We know that the issues surrounding cladding have been incredibly difficult for residents and you told us that you needed us to update you more regularly on

what's happening. We have taken this feedback on board and have increased our communication with residents around building safety. We created a new team specifically to deal with residents' concerns around building safety and now hold 30 regular meetings in some of our taller buildings which we hope those residents have found useful.

During the past year, we awarded contracts for remediation work to take place on 15 of our buildings. We are pleased to say that many of these contractors were on-site at the start of 2021/22.

We are doing everything we can to ensure that we minimise the cost of any remediation works to our leaseholders and tenants. This work includes challenging the developers to recoup

remediation costs and continuing to lobby the Government for better protections for residents. We were pleased to see the Government announce additional funding for cladding remediation earlier this year.

As many of you will have seen in the news, the new building safety standards has prevented some homeowners in homes with cladding from selling their property without an EWS1 form. The form provides independent assurance that a building meets the requirements of the latest standards and some lenders do ask for the form before making a mortgage offer to buyers. Thirty-eight of our buildings now have this compliant form, helping those that have been locked in their homes unable to sell, now able to do so.



Further £200m planned spend on cladding remediation



28 applications made to the Building Safety Fund



£27.3m spent on cladding and fire safety in 2020/21



40% of Building Safety Grant applied for secured in principle so far



24 contractors or developers pursued for legal redress

Fire safety

As well as pursuing cladding remediation for our buildings and providing evidence that our buildings meet new building safety standards, it is also important that we manage the risk of fire in our buildings.

This year we appointed Savills as our sole provider of Fire Risk Assessments and implemented a system called RiskHub to better manage any actions that were required from the assessments. This process has worked really well so far and will continue into next year.

We're proud to be able to say we are now consistently 100% compliant on all properties requiring a Fire Risk Assessment – this covers all blocks with communal areas under One Housing's responsibility.



100% compliance



16,000 fire risk actions completed

30

Resident groups created



Responding to repairs

47,232

Number of repairs completed

89.7%

First Time Fix rate for 2020/21

89.2%

First Time Fix rate for gas repairs

11 days

Average time to complete non-emergency repairs

17%

17% increase ratio of responsive repairs to planned maintenance

£1.4m

£1.4m boiler works completed

96%

Emergency repairs completed on time

85.9%

Routine repairs completed on time

Whilst the pandemic undoubtedly had an impact on our ability to respond to non-emergency repairs, we continued to work hard to do as much as we can to address any issues that could safely be dealt with. We want to thank residents for their continued patience and understanding over the last year as we adhered to Government guidance linked to national lockdowns. After restrictions eased and we returned to 'business as usual' we saw an uplift in repairs for the first few months and have been working

through a repairs backlog. This has impacted our first-time fix performance for this year which we had expected. Our ratio of responsive repairs to planned maintenance has improved despite also being impacted by Covid-19.

We have listened to residents' feedback around the way we manage service charges. We set up a new plan of action so that we share more information with residents around how their service charge is calculated and have also

increased the different ways in which we communicate with residents about the charges. This includes individual letters, surgery appointments where you can speak to the One Housing team in person, as well as using our digital platforms.

We do hope you notice an improvement over the next year and we will continue to listen and respond to residents' feedback.

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. This is a core part of our service offer and our business mission.

The pandemic particularly affected the care side of our business as our staff teams were asked to adapt to new processes and continue to provide a high level of care in challenging circumstances. Our teams showed resilience and good humour throughout and we thank them for going above and beyond throughout the pandemic.

During the last year our Senior Living Care Homes suffered reduced occupancy rates where families decided to delay moving relatives into care, particularly whilst visits were not permitted.



Customers accessing our support services



Residents in private care homes and senior assisted living

Delivering the UK's first LGBTQ+ retirement community

One Housing has partnered with Tonic Housing to open the UK's first LGBTQ+ retirement community at Bankhouse, our assisted living scheme in Lambeth.

We're excited to be part of the very first LGBTQ+ affirming retirement community in the UK. All Bankhouse staff will be given LGBTQ+ training and Tonic will co-create events with residents based on their interests, including collaborations with other LGBTQ+ organisations and support providers.

The scheme was delivered working closely with the London Borough of Lambeth and the Mayor of London, Sadiq Khan, who attended a formal opening ceremony with One Housing Chief Executive, Richard Hill.



Improving our homes

93%
turnout

87%
Voted in favour

280
new homes

After an 18-month consultation programme, residents voted overwhelming in support of the redevelopment of our Tiller Road estate on the Isle of Dogs. Residents were well represented with over 90% of residents taking part in the ballot.

280 new homes will be delivered with 71 of these made available through Shared Ownership or first-time buyers on local waiting lists. Existing One Housing residents currently living on the estate will all have the right to be

rehoused within the new scheme.

The new homes will all have private outdoor space such as a balcony, patio or garden – something we know has become more important in the last year due to the pandemic. New homes will also be the same size or bigger than existing – with an increase in size of up to 21% for four-bedroom units. New homes will also be modernised and energy-efficient which is hoped will bring down heating bills over the longer term.

Bellamy Close and Byng St regeneration approval

At the end of April the London Borough of Tower Hamlets resolved to grant planning permission for our redevelopment of Bellamy Close and Byng Street. The scheme will provide 148 new homes – 82 of which will be affordable tenures.

All resident that currently live on the estate have the right to return on the same tenancy terms and rent should they wish to do so. The team have worked very closely with existing residents to design their new homes and the wider scheme.

The planning application follows a positive resident ballot held in December 2019 where residents voted overwhelmingly in favour of proposals set out in our Landlord Offer.



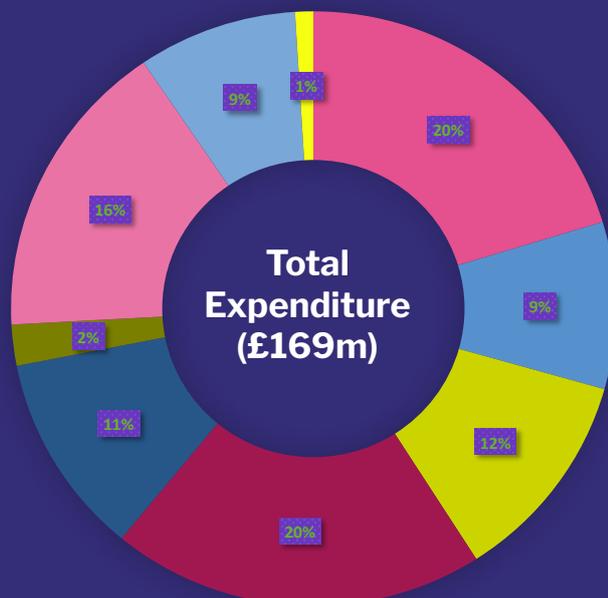
Financial report

Our priority over the last year has been to continue to deliver value for money across our business. Despite a challenging year, this is something we continue to focus on through investment in our systems and a focus on right first time.

Over the next year we expect fire safety expenditure to continue and will seek to balance this through delivering greater efficiencies in our operations, which includes utilising the benefits of the new systems and processes we have put in place over the last year, as well as putting into action the findings from reviews of our care and support business and service charges.

Our latest financial report can be accessed at https://www.onehousing.co.uk/_data/assets/pdf_file/0028/29584/Statement-of-Accounts-2021.pdf

How we spend every £1...



Partnership proposal with Riverside

As a business we are always looking for ways to improve and be better.

Residents will be aware that One Housing is exploring a potential partnership with The Riverside Group. We have similar values and ambitions, our geographies complement each other and we both operate a significant care and support arm.

We are currently consulting with residents on a potential partnership and we look forward to hearing residents views.

We have made a number of pledges to our customers which we are committed to achieving, should the partnership go ahead.

The consultation period runs to 15th October 2021. Please return your survey by post, email or phoning our survey partner BMG.

- ✓ We will deliver better services for customers, protecting rents and tenancy rights.
- ✓ We will make sure there is a louder customer voice, with residents able to take part in our Boards and Committees and better able to hold us to account.
- ✓ We will invest nearly £1 billion in improving and repairing homes over the next 5 years, with a focus on fire and building safety, warmer homes and regeneration. We will also build more new affordable homes.
- ✓ We will improve care and support services for older people, those with complex needs and people who are homeless.
- ✓ We will improve the livelihoods of customers and build stronger communities, providing better opportunities by investing in employment support and money advice.
- ✓ We will keep our promises and make sure you can hold us to account, publishing a report each year on how we are delivering these pledges.

Priorities for the year ahead

Over the next year we want to build on the progress already achieved this year with a renewed business focus around our core social purpose, working more closely with our customers and ensuring we continue to focus on our building safety and regeneration projects.

