



INCLUSIONHOUSING

**YOUR
ANNUAL
REPORT
2015/2016**

“IT’S YOU
THAT INSPIRES
US TO DO
WHAT WE DO.”

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THANK YOU

It’s been a pleasure and a privilege to provide you and your family with our services during the past twelve months.

Providing specialist supported housing on a national basis is a great privilege and responsibility.

Our services are being enhanced on a weekly basis and we’re dedicated to improving your experience. We’ve reviewed and updated our property management systems to ensure greater focus on improving our repairs service, and delivering planned maintenance improvements where required and we’ve had great feedback already.

But we’re not stopping there.

During the next twelve months, our focus will be on substantially improving our customer and property services to achieve excellence.

Work on this has already begun through new leadership and modernising the way we work.

We are passionate about playing a role in enabling you and your family to enjoy a rich quality of life, security of tenure, and independence that we believe can’t be achieved with anyone else.

We are proud of what we do and what we achieve. We look forward to delivering you even more improvements and an even better service during the next twelve months and beyond.

We always enjoy receiving feedback from you about our services and we very much hope you are looking forward to the next twelve months as much as we are.

Finally, **thank you** for playing the most important role in making our entire organisation tick. It’s **you** that inspires us to do what we do.



Pete Ottowell
Chair



Neil Brown
Chief Executive



We're a national social enterprise company. Our vision is to be the leading health and social care landlord for vulnerable adults.

We always reinvest into either bringing new units into management or into improving services for you, our residents.

We have a variety of supported living schemes, designed to meet a range of housing needs if you live with a learning disability, mental ill-health, acquired brain injury or physical and sensory disability.

We're also supporting you if you need extra care, including a specialist dementia scheme. We work in partnership with other organisations to meet your specific care and support needs.

Our team operates as a cutting-edge and innovative health and social care landlord. Our strategy is unique, and we have operational experience in all orientations of community-based care and housing support. We were delighted to be recently nominated for Innovation at the UK Housing Awards.

Our unique service is demonstrated by 'HomeLife': 'HomeLife' and Inclusion Housing work in partnership to enable you to find a pathway towards both employment and health and wellbeing programmes.

This combination of skills and experience puts us in a unique position, where we can further develop and expand our organisation across the UK to become a nationally-recognised health and social care landlord.



Recently, we re-launched our HomeLife project. HomeLife enables us to provide support and encouragement for people, so they can engage with the community, gain life skills, and grow in confidence.

Kerry came to live at one of our schemes in February this year. This was at a time when Inclusion Housing was looking to formalise our facilities work, such as scheme cleaning, gardening, and window cleaning.

Kerry asked if she could be considered to do the cleaning at the scheme where she lives, under the HomeLife initiative. Inclusion Housing were able to assist Kerry to register as self-employed, and obtain the relevant insurances she needed to start this work.

Kerry says:

"I am really pleased that Inclusion Housing has given me the opportunity to do the communal cleaning at Magnet Court. It is only a few hours a week, but it means I can get some work experience and extra money. I hope I can do more work in future.

I am proud to be living at Magnet Court and I hope my cleaning will be appreciated by residents, staff and visitors!"



Inclusion Housing is a Community Interest Company (CIC – Social Enterprise) regulated by the Government CIC Regulator, and a Registered Provider of Social Housing (regulated by the Homes and Communities Agency), which was granted in June 2011.

We are a not for profit, voluntary organisation, a public benefit entity and a member of the National Housing Federation, and continue to work with, and on behalf of, vulnerable people.

We hope you agree that **we're an entrepreneurial, cutting-edge company** that can respond quickly to new opportunities or ideas.

We are not bureaucratic or hierarchical, so you can contact the senior management team easily and without delay.



OUR APPROACH:

- Inclusion Housing's specialist supported housing is tailored to you - our residents, allowing you to live more independently in the community.
- We're confident that you have the opportunity to enjoy a quality of life that would not be possible in a traditional residential institution.
- Units can be adapted easily, and are customised to your own needs (in line with regulations). This offers an alternative to living with elderly parents or finding an increasingly rare residential placement.
- With the decline of the residential care home sector, our model creates housing and care if you have higher or complex needs where you might otherwise have nowhere to go.
- Our schemes are only ever developed in response to local demand and the explicit support of care commissioners.

ENTREPRENEURIAL	Being entrepreneurial and innovative in order to grow our company.
INCLUSIVE	Being inclusive and people-centred to promote diversity across all our activities.
EXCELLENCE	Delivering excellence across all our activities and services.
TRUSTED	Trusted by being open and accountable to our stakeholders.
COLLABORATION	Working in collaboration with all stakeholders to ensure improvement.

VALUE FOR MONEY...AND QUALITY

Robust financial management and getting value for money is our top priority. We regularly review, measure and benchmark ourselves to ensure we remain on course to deliver on our five-year business plan. Our finance team works hard to effectively plan and manage budgets across our business to ensure that you, our tenants, continue to receive the best quality services at the best prices we can secure on the market.

Key Strategic Priority	Self-Assessment
Asset Management	Growth in Business <ul style="list-style-type: none"> • Completed 484 new units in management with plans to deliver in 2016/17 417, and to achieve over 400 units a year in line with the strategic plan.
Business Viability	Continuous Improvement <ul style="list-style-type: none"> • 12% year on year reduction in the staffing overhead costs per property. • Increased the number of ways to pay, introducing direct debit rent collection functionality. • With strengthening in middle management capability the annual rent debit setting & negotiation process undertaken in house – saving £36K to be realised in 2015/16.
Financial Viability	Financial Viability <ul style="list-style-type: none"> • Achieving a 5% surplus in line with budget. Focus for the next five years to improve the surplus to 6% by reducing our core cost base and better procurement. • Improvements in insurance procurement in 2015 saved over £67K which will benefit tenants and partners through reduced service charges. • Cash funds increased by £879K in year, in line with surplus before property sinking fund. • Worked with Partners towards agreement to self-insure voids lost income - £86K saving on Insurance premiums.



Our property portfolio currently consists of more than 1,000 individual homes. We're on target to deliver even more before the end of 2021. Naturally, we're interested in collaborating with more business partners to deliver these homes.

All our specialist supported housing is carefully selected by our team to ensure a perfect balance of successful outcomes for tenants, their families, local authorities, commissioners and our commercial partners.

We're visionary, creative and flexible in our approach to delivering our services in more specialist supported housing.

We already have a wide range of styles, facilities and strategic partnerships because we work closer than anyone else with commissioners to deliver bespoke and we're always open to working with other organisations who are passionate about what we are as driving this exciting sector forwards.

Take a good look at the impressive range of properties under our management and you'll see that we like to do things differently and enjoy collaborating with business partners and deliver special, sustainable outcomes for people and positive, sustainable outcomes for investors.

Visionary, creative and flexible in our approach.

2015/2016 was an exciting time for Inclusion Housing; there has been a strong focus on performance management and improving our service delivery for you.

Listed below are some key areas where improvements were:

1. Property strategies, policies and procedures were developed;
2. Improved accessibility to all property compliance certification;
3. Review of repair reporting and monitoring procedures;
4. Clear performance targets set and communicated to the teams;
5. Service contracts reviewed and retendered;
6. Stock condition survey programme implemented;
7. 2016 / 2017 investment programme devised.

Inclusion Housing has now dedicated resources to ensure all CP12s, EPCs, electrical test certificates, asbestos surveys, legionella surveys, emergency lighting certificates, fire equipment certificates, and fire risk assessments are collated and stored in a fully-compliant way.

The reporting, ordering and following up of repairs has been reviewed, with changes made to improve the performance and communication of reported repairs. These are now regularly monitored within the Property Team's performance framework.



Inclusion Housing is carrying out a procurement exercise for the gas servicing contract and compliance contracts.

Stock condition surveys have been implemented to inform future investment plans.

As we move into the next financial year, we will continue to monitor progress and performance against the improvements made in 2015/2016, whilst setting clear targets for further improvements.

Below are a number of areas that the Property Team will be focusing on in 2016/2017:

1. Renew the gas servicing contract (completed in September 2016).
2. Benchmark and tender all service contracts.
3. Agree and complete the 2016/2017 investment works programme.
4. Complete stock condition surveys of all properties.
5. Prepare and agree the five and 30-year investment plans.
6. Implement a 'handyperson service' to reduce costs and improve service.
7. Ensure all compliance certification is up-to-date and easily accessible.
8. Review and simplify the approved list of contractors.

Table below shows the recent performance reflecting further improvements during the start to 2016/17. Overall this demonstrates positive trends in regard to income related indicators.

	2015/16 [End of Period]	2016/17 [YTD] [As at 30-05-2016]	Trend
Rent Collection %	95.45%	97.83%	↑
Current Arrears %	5.51%	4.74%	↑
Former Arrears %	0.47%	0.38%	↑
Arrears Total %	5.98%	5.12%	↑

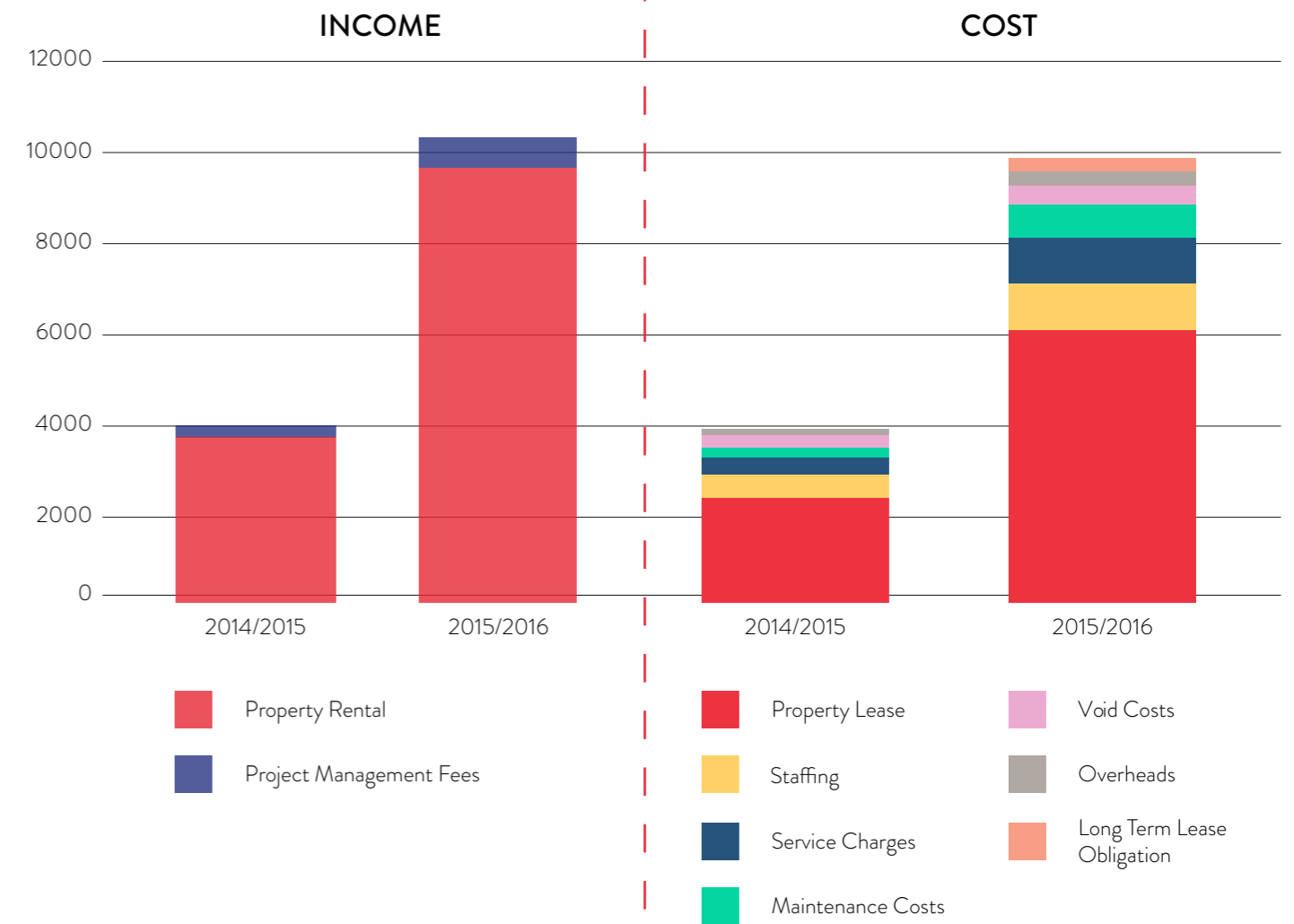
Source: Balanced Scorecard 2015/16

Table below shows the recent performance reflecting further improvements during the start to 2016/17. With a focus on improving performance across the business, improvement is being sought and achieved in regard to voids and lettings.

	2015/16	2016/17 [YTD] [As at 30-05-2016]	Trend
Turnover Voids %	7.09%	5.67%	↑
Void Loss %	11.86%	5.6%	↑
Re-let days	183	147	↑

Source: Balance Scorecards 2015/16
Void and Letting Analysis 2015/16 and 2016/17

HOW WE INVEST OUR INCOME £,000






As a housing provider, it is essential that we make a healthy surplus so that we can fulfil our core strategic priorities. All our surpluses are reinvested into either bringing new units into management or improving services for our tenants.

A customer satisfaction survey was designed and issued to all tenants (or their advocates/appointees). Care providers circulated the information to ensure probity, so that Inclusion Housing staff were not in any way able to influence the scores.

Overall, 26% of you completed the survey, which is a good return for a survey of this type.

The main points to note from the survey are listed below using Net Promoter Score calculation methodology:

Description	Increase/Decrease
Overall satisfaction with Inclusion Housing's services	+ 29% 
Satisfaction with the managing agent service	+33% 
Satisfaction with the condition of your home	+25% 
Satisfaction with the scheme/area	+47% 
Satisfaction with response to anti-social behaviour	+45% 
Satisfaction with tenancy support	+48% 
Satisfaction with being listened to	+34% 
Satisfaction with feeling safe at home	+62% 
Satisfaction with views being taken seriously	+39% 
Overall average for all questions	+40% 

Our target is to increase satisfaction to 90%, dissatisfaction to 5%, and to improve our Net Promoter Score to at least +60%.

It is clear that we need to improve the condition and repair of our properties. This is being achieved through the survey of transferred older stock, and by implementing an investment plan.

We need to improve how we respond to your opinions, and ensure that we act keep learning from you. The employment of new managing agents and a revamped intensive housing management approach is designed to support this.

Systems	
Description	Impact
Enhanced monitoring of Intensive Housing Management Visits.	Medium – Better performance and evidence to mitigate challenge.
Schedule of Scheme Visits devised and implemented.	Medium – Proactive addressing of facility and property issues.
Compliance certification entered onto SDM IT system.	Medium – Addressing risk and compliance requirement.
Performance	
Description	Impact
Intensive management of Gas servicing contract.	High – 100% compliance with gas safety.
Greater priority to reduce void loss.	Medium – Reduced void loss across year to budget level.
Revised rent arrears process and line of responsibility to finance.	High – Reduced arrears levels to 4.38% (underlying trend).
Innovation	
Description	Impact
Increase in partnerships.	Medium – Greater variety in portfolio and growth.
Board approval for in excess of 1000 homes growth.	High – Continued growth utilising innovative partnership framework.
UK Housing award finalist shortlist.	Low – Increased profile for business and market awareness.
Knowledge	
Description	Impact
Adoption of a comprehensive suite of business policies and frameworks.	High – Regulatory Compliance and better business planning.
Approval of a new Business Plan 2016-2021.	High – Demonstrates business viability and provides for future growth and investment.
Customer satisfaction survey implemented.	Medium – Baseline position established; identification of priorities.
Efficiency	
Description	Impact
Reduced salary cost as a % of turnover.	Medium - Increasing productivity and lower operational costs.
Saving of £77k in utility costs through procurement.	Medium- reducing costs to be passed on to customers through lower service charge.
Betterment of lease terms for new developments.	High – Shorter lease; longer void cover; shorter void period.



We provide intensive housing management services for you.

This service is an investment in prevention, and gives housing management support that reflects your additional needs, with the objective of maintaining and developing your own independence.

We'll help you take up, manage and maintain your tenancy, provide support in your application for Housing Benefit and other welfare benefits, and ensure that you are aware of your rights under your tenancy agreement.

We liaise with other agencies, both statutory and voluntary, on your behalf to ensure you are supported in managing your tenancy.

We also provide signposting, offer advice and guidance on keeping your property to a reasonable standard of hygiene, and do monthly estate checks to ensure you are safe and secure.



Intensive housing managements are monitored closely as part of our Operations Performance Scorecard; we team these people-focused visits with scheme inspections, where we assess your accommodation and health and safety of our schemes.

We aim to visit each scheme and undertake these assessments every four weeks, and have a target of 95% attendance; the actual achieved in March 2016 was 96%.



THE FOCUS DURING THE NEXT FIVE YEARS WILL BE ON 'DELIVERY AND GROWTH', BY PROVIDING QUALITY SERVICES TO OUR CUSTOMERS AND GROWING TO (IN EXCESS OF) 3,000 UNITS IN MANAGEMENT.

We will achieve this by enhancing our efficiency to generate increased surpluses for investment in homes and services, and continuing to develop our people and organisation so that we can do more - and do it better.

These strategic priorities will help us to deliver our longer-terms targets to 2021.

The key operating principles of Inclusion Housing are:

- Continue to grow and develop the number of units in management, and provide services on a national level.
- Enhance our working relationship with others, particularly finance partners; care providers; developers; enterprise partnerships; strategic partnerships; government agencies; the Homes and Communities Agency, and the voluntary sector.
- Ensure that all new development proposals remain demand-led, viable, and subject to high levels of commissioner consultation.
- Continue to provide excellent services that are sensitive to your needs and those of the community, and meet your aspirations.
- Set clear measures of performance that are reviewed and reported regularly, and make a commitment to on-going improvement in service delivery.
- Ensure that our staff are well-trained and motivated.



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