



Annual  
Impact Report  
2016 - 17

# Building on all our strengths



**Peter Bedford**  
Housing Association  
Inspiring Brighter Futures



**This year was full of challenge as local authority resources dwindled across Islington and Hackney. However, as nationally the safety net for homeless people had been shrinking, we were prepared for this and were ready to make the changes we needed to safeguard services and house the same number of people.**

There was significant change across services, as we had to restructure for both financial and effectiveness reasons. Yet our plans to diversify our income and prudent financial management has seen us continue to house the same number of people and to grow financially.

In consultation with tenants, participants and staff, we changed our Vision and Mission and developed a new asset based model for our work, PBHA's Theory of Change.

# Welcome to our annual impact report and value for money statement

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## Front Cover

Homage to Modigliani, a textiles portrait  
by PBHA participant Anne Engel

## Above

Sarah Hayes, Outpost Alumni and  
Hackney Mayor Philip Glanville open  
PBHA's new social enterprise, The Coffee  
Shop, in November 2017



Our Vision:  
**A society where everyone  
is valued and is seen as having  
something to contribute**

Our Mission:  
**Peter Bedford Housing Association  
inspires people with vulnerabilities to  
realise their potential, build on their  
strengths and achieve independence.**

The Theory of Change is rooted in the Recovery Model – we focus on helping people to make positive change, building control and overcoming the barriers to change.

This report takes you through our theory of change themes - safe and secure homes; building skills for life; support for creative self-expression; peer support and community.

We were extremely pleased to open two new services in the year, a high support mental health accommodation based service in Islington at Turle Road, and the social enterprise coffee shop at Kingsland Hub.

Jeremy Corbyn, a long standing PBHA supporter celebrated the launch of new BIG Lottery funding for our Enterprises in November. We focus on all of these later in this report.

We were recognised for the quality of our work with several awards – the Matrix award for Information, Advice and Guidance, Pioneering Social Enterprise in Hackney, Disability Confident Employer and are now an accredited London Living Wage employer.

In spite of the difficult economic and political conditions, we were able to make substantial improvements to our value for money and impact, achieving most of our annual plan.

We introduced new IT and client information systems, and we have progressed towards being able to measure PBHA's social impact. We returned a surplus of £186,806 over the year which will be invested in improving our properties.



#### Top

Andy Love, Chair and Clare Norton, CEO receiving Pioneering Social Enterprise award from Rt Hon Jeremy Corbyn MP and Dominic Ellison from Hackney Co-operative Developments

#### Bottom

Andy Love, Chair of Peter Bedford Housing Association speaking at the launch of Enterprising People at Outpost

Our staff, volunteers and board remain strongly invested in improving our clients' lives. Without their commitment to mutual self-help and the recovery approach, we would not have succeeded through the challenges of the year. This report pays tribute to their achievements.

As we move forward, we are confident in our ability to adjust to any future challenges as well as opportunities, for example Brexit. The focus of the latter half of our five-year plan is on investing in our properties and increasing our housing stock.

We are pleased to see a growing awareness in society to improve levels of equality and will continue to use our voice to challenge the stigma and discrimination experienced by adults with multiple needs.

**Andy Love**  
Chair of the PBHA Board

**Clare Norton**  
Chief Executive Officer



**LOTTERY FUNDED**

We reached our goal of 60% move on from supported housing which was planned and positive.

# Safe and secure homes

**PBHA helps people affected by homelessness, mental ill health and/or learning difficulties to lead independent and fulfilled lives in the community. At the heart of this are our homes, which provide a secure base from which tenants can find a path to greater independence.**

In April 2016, we began delivering our new service at Turle Road in Islington. It provides supported accommodation to people living with severe mental illness, with our staff on site 24 hours a day. Since taking on the service, we have placed a new emphasis on independent living and welcomed new staff to our team.

Antonio Olivares, who transferred to PBHA, says, “Since working for PBHA, I feel it has given me the opportunity to expand my experience in mental health and the ways in which we can positively impact residents’ lives. I feel that support is always given to us by PBHA ...so that we can provide the best possible service to the customers. This past year I have personally seen so much progress in the customers and look forward to what we as a team can achieve in the coming year.”



**Top**  
Enjoying the fruits of the Barbecue at Turle Road



**Bottom**  
Mariama, Antonio and Elaine celebrate Pride 2016 at Isledon Hub

This year, we have introduced a new structure to our support teams to prepare for changes to contracts in Islington and Hackney. It safeguards the services we can provide and places greater focus on recovery and independence.

We have also introduced a new Enhanced Housing Management team, which provides tenancy sustainment support to tenants with low support needs.

We have improved safety across homes. We have carried out personalised fire safety upgrades in partnership with London Fire Brigade and completed £150,000 of upgrades to fire detection systems and fire doors to ensure the safety of our tenants in supported housing.

We have also outsourced our responsive repairs aiming to improve the service as well as reduce costs.

**72% of tenants told us we help them feel more confident about move on, an increase from 56% in 2015-16.**

Safe and secure homes





# John

**“Ntombiza has been the epitome of what I consider to be a caring, supportive, sympathetic and professional recovery coach,” says John, who has recently moved into his own home after two years at PBHA.**

John and Ntombiza developed an excellent relationship, which helped him to recover and to become more independent. “She gave continuous encouragement in where to go and what to do and if you needed support she would offer it.”

Before PBHA, John, who has a long-term health condition, was homeless and affected by substance misuse. In the past two years, he has gained voluntary experience to prepare for a return to work and attended recovery groups. He has also worked closely with Ntombiza on the search for accommodation.

“John’s engaged from the very beginning,” says Ntombiza, “He’s been very motivated and keen to change his life.”

Ntombiza helped John find a home suitable for his condition and that would provide him with his own space. Now he has the stability of his own home, he is planning his next steps.



Peter Bedford  
Housing Association

“

**It’s been a long road from being homeless to being back in a stable situation. My next aim is to embark on an Adult Health and Social Care Course, gain a level 2 qualification and start applying for work in that industry.**

”



**Above**

John and Ntombiza catching up at Kingsland Hub





Olamide

Olamide, a PBHA tenant since 2014, joined the Real Opportunities project last year. The programme has given her new confidence and skills. She is job ready and with the support of her enhanced housing management worker, Carol, has been able to move on to a one-bedroom council flat.

Through the project, Olamide took part in courses that helped with confidence, customer service and skills for work. As her confidence grew, her coach, Valerie, encouraged her to identify her employment preferences and she took on roles in our social enterprises. "I did Maths, English, and ICT. It gave me more confidence", says Olamide, "I was a volunteer receptionist. It was fantastic. I got to know everyone who calls."

Valerie, noticing Olamide's motivation and strengths as a natural helper, encouraged her to become a peer mentor to other participants. "She accepted it immediately", said Valerie, "Olamide's input on the programme assisted us greatly.

“

Since the first time I got to PBHA, I love it!

”

Peter Bedford  
Housing Association

How many people have we supported to build skills? **126**

Percentage of adult learners who achieved their goals: **90%**

Borough	Number	% of total
Hackney	70	56%
Islington	29	23%
Other	27	21%
<b>Total</b>	<b>126</b>	<b>100%</b>

Gender	Number	% of total
Female	65	52%
Male	61	48%
<b>Total</b>	<b>126</b>	<b>100%</b>

Age range	Number	% of total
under 27	14	11%
27-35	30	24%
36-45	26	21%
46-55	26	20%
56-65	24	19%
over 66	6	5%
<b>Total</b>	<b>126</b>	<b>100%</b>

Peter Bedford  
Housing Association

# Building skills for life and work

**As well as housing, PBHA gives opportunities for people to build skills for life and work. Our adult learning and employability services are open to other unemployed local people.**

This year we worked with 95 new participants through new projects and by opening a new social enterprise.

We worked with 40 people with a learning disability or autism through the City and Hackney CCG's Real Opportunities project. Participants accessed courses on ICT, literacy, numeracy and confidence building.

They also took part in vocational training, artistic opportunities and work experience at our social enterprises. Over 80% saw improvements in their confidence, social inclusion and personal health and wellbeing.

We began delivering the Building Better Opportunities project with Groundwork and other partners. This innovative project provides intermediate labour market placements to disabled people and will run for the next two years.

We also expanded our offer by winning a new DWP contract to run Journey 2 Employment job clubs for disabled people and becoming part of a second Building Better Opportunities project. This time supporting BAME women.

In November, Phillip Glanville, Mayor of Hackney, opened The Coffee Shop, our latest social enterprise. Based at our Kingsland Hub, it provides meaningful work placements, training opportunities and healthy, good value food to the local community.



Building skills for life and work







Jeremy Corbyn:  
The creative work  
done here is crucial for  
absolutely everyone.

**Top**  
Participants enjoying the Creative Crafts course at The Workshop, Hoxton

**Bottom**  
Goods for sale at Outpost, Holloway Road



# Support for creative self- expression

**We enhanced our creative offer through our Big Lottery funded Enterprising People programme and through the creation of a new Enterprises team.**

Enterprising People has so far worked with 113 people and helped us expand and increase the impact of our creative activities and supporting makers programme.

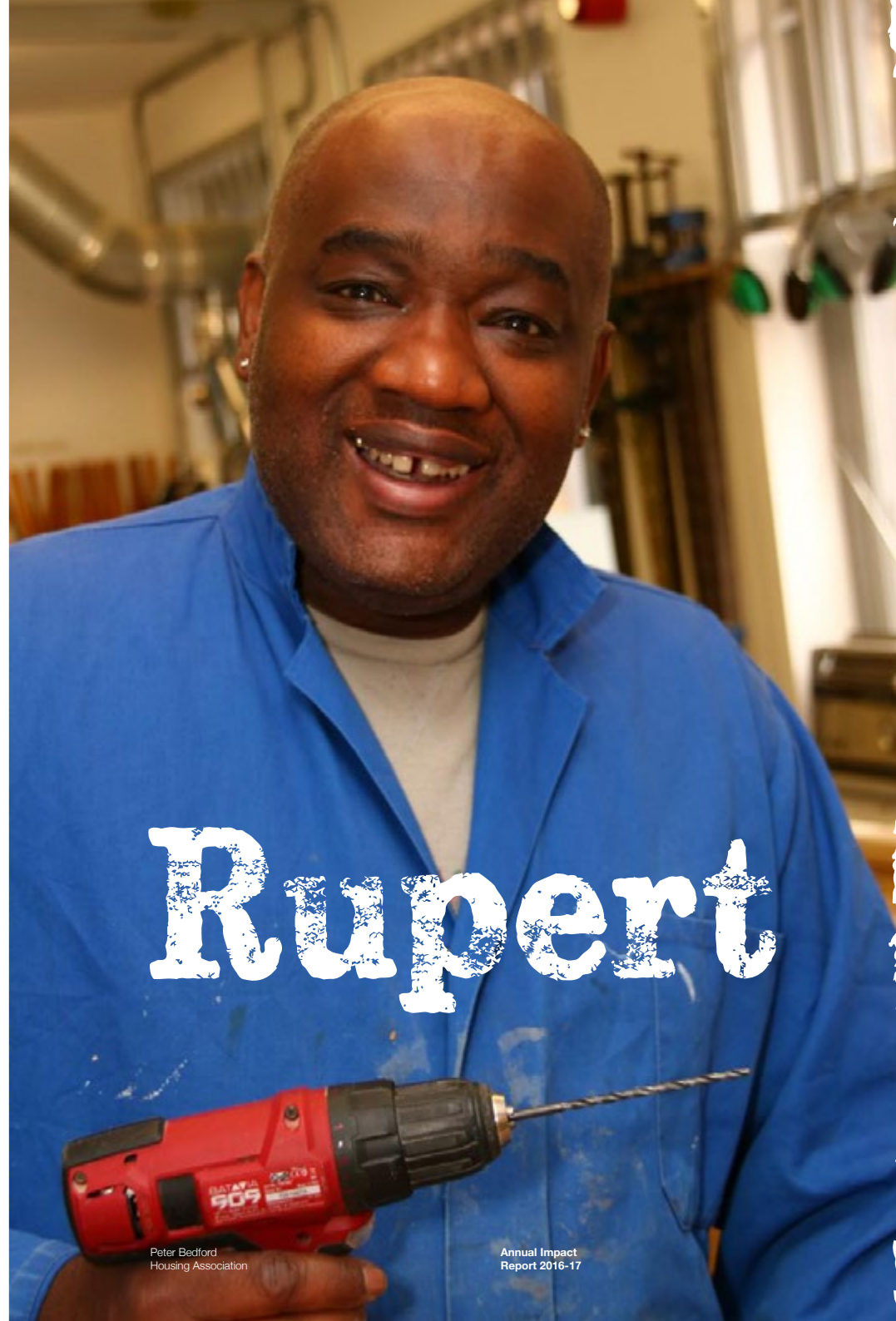
Rt. Hon. Jeremy Corbyn MP launched the £410,825 project at Outpost in October stating that, "The creative work done here is crucial for absolutely everyone. It is important to provide physical help, but it is also important to give people an understanding that they can contribute to society."

We hosted successful art exhibitions from disadvantaged adults that have reached out to over 5600 local people including our Creative Industries showcase of work from our courses.

We have worked with 15 makers this year – most have sold products through Outpost and two have held individual exhibitions of their work. John Sheehy's exhibition was the most successful exhibition ever held at Outpost with more than £2000 of artwork sold. John has since gone on to host a further exhibition at the prestigious Studio Voltaire.

This year has also seen us create a new Enterprises team, which oversees Outpost, The Workshop and The Coffee Shop. The aim is to provide a more sustainable future for our enterprises, including our creative activities by finding new sources of income and developing a more entrepreneurial culture. We brought in £31,000 more than we budgeted in Enterprises and generated over £20,000 by hiring our spaces.

Our progress was also marked when Phillip Glanville, Mayor of Hackney, awarded us the Pioneering Social Enterprise in Hackney Mark.



**Rupert was first referred to PBHA in 2014 by an external agency where he was receiving mental health support and classes to improve his literacy.**

Rupert has proven himself a skilled and innovative creator, crafting products from benches to colourful dice. He has progressed to become a volunteer in the Workshop, assisting our creative industries trainer Jonathan with preparations for the evening classes and supporting the group in their learning. Rupert often helps with the setting up of exhibitions too.

Rupert has thrived with the responsibility of teaching other participants, and has reported that helping others has improved his mental wellbeing and his confidence. He also considers the opportunity to meet new people as one of the most positive aspects of being a participant at PBHA.

Volunteer Centre Hackney:  
**PBHA's Creative workshops are great for our clients with mental health needs.**



Support  
for creative  
self-expression







At PBHA, we are developing our culture of peer support through a new “Experts by Experience” group. Patrick, one of the members of the new group and a long-standing member of the PBHA community, epitomises our principles of community and mutual support.

He has been running the community canteen for over a decade and has helped to create a more accepting and inclusive culture by setting up and coordinating our annual Pride celebration.

“It was set up in 1997,” he says, “It wasn’t as big as now. It’s grown over the years. The instigation was a community meeting about flat shares for lesbian and gay men. We got a lot of abuse. It’s much better now. There are more people of colour involved, more women, more people with mental health issues”

2016 was the first year that Pride was held at the Isledon Community Hub. “It was good,” reported Patrick, “The Mayor of Islington came and opened it. She came down and spoke, and ate with us.”

Patrick is now getting involved in the new Peer Support group. Although it has a new name, the group is an extension of what Patrick has been doing in the PBHA community and through the canteen for many years – supporting one another, sharing experiences and providing space to meet. “It’s good. Our aim is to support more tenants and participants.”

“  
There are more people of colour involved, more women, more people with mental health issues  
”

Patrick



**Top**  
Marking National Hijab Day at Kingsland Hub.

**Bottom**  
Mayor of Islington, Kat Fletcher, opening Pride 2016 at Isledon Hub in Finsbury Park

70% of tenants feel they belong in their neighbourhood

## Peer support & community

**PBHA's tenants and participants have a longstanding culture of supporting each other and creating an inclusive community.**

This year, tenants ran a series of events, celebrations and trips. They also co-produced activities in our expanded mutual support programmes. This included a women's group, a digital inclusion group, a club for over-50's, canteens, gardening groups and publishing Rising Star, the tenant newsletter.

At our annual celebration of Pride in July, Kat Fletcher, Mayor of Islington, opened the event. There was music, delicious Caribbean food and touching tributes to the MP, Jo Cox, and the victims of the Orlando massacre.

We welcomed over 130 visitors to our Clissold Community Garden for Open Garden Squares Weekend. There were plants from the garden and delicious homemade cakes for sale. Feedback from the public was excellent and we found our new gardener, Jo.

Over 50 people enjoyed a sunny trip to Hastings. While some explored the coastal town and its sights, and others enjoyed fish and chips, the rest simply relaxed on the beach taking in the fresh air and seaside atmosphere.

Over 2016-17, 87% of tenants and participants reported that they were satisfied with PBHA's service. Tenants and participants were consulted on the changes to services as funding for housing related support diminished, and were involved in designing the new services developed.

Peer support and community





# Statistics and financial information

We housed **296** people in 2016/17.

**229** of these were supported tenants who we helped to develop the confidence and skills needed to live independently with funding from Hackney and Islington Councils.

This year **42** people moved on the independent accommodation.

**35%** of our staff have lived experience of using services similar to those at PBHA.

The percentage of working tenants has significantly increased over the last year to **14%**

## Our tenants:

### Tenants (current and leavers 2016/17)

**Tenancy:**  
23% General needs  
77% Supported

**Gender:**  
75% male  
25% Female

**Borough:**  
52% Islington  
47% Hackney  
1% Camden

### Supported Tenants (current and leavers 2016/17)



Age	2016/17	2015/16
Under 27	8%	6%
27-35	22%	25%
36-45	19%	21%
46-55	23%	25%
56-65	20%	17%
Over 66	8%	6%



Ethnicity	2016/17	2015/16
BAME	59%	57%
White British	41%	43%



Economic Status	2016/17	2015/16
Employed	14%	8%
ESA	61%	50%
Job Seeker	18%	34%
Retired	7%	8%

## Support needed

Support Needed	2016/17	2015/16	2014/15
Alcohol	7%	16%	24%
Drug Problems	11%	17%	19%
Learning Difficulties	9%	10%	14%
Mental Health	59%	52%	59%
Offender/ Risk of Offending	5%	8%	12%

Support Needed	2016/17	2015/16	2014/15
Physical or Sensory Disability	4%	4%	10%
Single Homeless	4%	n/a	n/a
Young People at Risk	1%	0%	0%

**95% of supported housing tenants have Multiple Needs**

## Our finances:

The figures on this page are an abridged version of our full financial statements, which are available on request from [admin@peterbedford.org.uk](mailto:admin@peterbedford.org.uk)

Income	2016/217	2015/16
Rents and service charges	£2,038k	£1,866k
Statutory income	£890k	£902k
Enterprises	£81k	£75k
Grants and donations	£449k	£369k
Total	£3,458k	£3,212k



## Balance sheet extract

Balance Sheet Extract	2016/17	2015/16
Social Housing Properties	£10,030k	£10,122k
Cash	£1,502k	£962k
Net Assets	£4,766k	£4,580k

# Value for money

**Achieving Value for money is key to increasing our impact through our five-year strategy.**

We are committed to being economical, effective and efficient when buying goods and services and delivering the right service to our tenants.

We consult with the users of our services to ensure that their interests are always at the forefront when we take decisions.

## This year we have:

- Improved the efficiency of our property services, restructuring the service and tendering the responsive repairs service;
- Invested in our fundraising capacity;
- Reduced the subsidy by £108,000 or 54% into the Enterprises and Adult Learning Services while improving learning outcomes;
- Improved housing management performance gradually reducing rent arrears coupled with significant reductions in debtors;
- Introduced new housing management, finance and HR IT systems to streamline communication and improve effectiveness
- Compared our performance with similar organisations through benchmarking
- Scrutinised our performance against budget, comparing operating costs with similar organisations
- Invested in improving our housing assets and the return they bring
- Restructured the organisation's Housing, Property, Enterprises, HR and Quality staffing to ensure our impact is as great as possible





Alongside incorporating the 1% rent reduction, we have adapted to significant reductions in funding for PBHA's supported housing service in Hackney. We have secured alternative funding and are preparing for further funding reductions across both Hackney and Islington in 2017-18.

These changes will safeguard the services we can provide for the coming few years and enable people with vulnerabilities to sustain their tenancies. We are closely supporting the NHF's campaign to secure ongoing viable funding for supported housing. We are now focused on overcoming the changes from the introduction of Universal Credit.

**Our charitable purpose, to enable vulnerable adults to achieve independence, is at the heart of the organization.**

Consequently, we continued to invest heavily in our Adult Learning, Employability and Enterprises services. £380,000 or 11% of our turnover was invested in these services over 2016/17. We are pleased that our strategy to seek external investment through fundraising appears to be working, and therefore we have adjusted our own investment to more closely match demand from our own tenants.

## 49% of our bids for funding were successful

**We will be focusing in 2017/18 to improve value for money by:**

- carrying out a capacity study into PBHA's housing with a view to developing further homes within the existing stock;
- investing in our homes through planned rather than responsive maintenance;
- increasing customer satisfaction with a particular focus on value for money and satisfaction with repairs;
- maximizing lettings and reducing voids;
- reducing staff turnover; and
- deepening and strengthening the offer of suitable employment skills services for adults with vulnerabilities.

We are a member of a Supported Housing benchmarking group, with 18 members. Here is a snapshot of the areas most significant to PBHA's performance.

	Benchmark quartile 2016/17	Trend	Comment
<b>Gas safety</b>	1	green	
<b>Overall Tenant satisfaction with landlord</b>	2	amber	Given changes to support funding, moving down one quartile was expected. However significant dissatisfaction with value for money, repairs and listening to tenants are areas we will be focusing on improving
<b>Voids losses</b>	3	amber	Voids are stubborn at 7%, however many comparable organizations perform similarly. We aspire to Q2.
<b>Rent collection</b>	2	green	98% rent collected - this remains a high priority to improve for PBHA
<b>Complaints resolved in target time</b>	1	green	Although we benchmark well here, we need to focus on swift resolution of anti-social behaviour complaints
<b>Response times met for repairs</b>	2	amber	The new responsive repairs contract is focusing on improving this to Q1
<b>Operating costs per unit</b>	2	amber	Improving in operating cost as % turnover but still high comparably
<b>Overheads as % turnover</b>	4	red	As a small HA we have invested in strong leadership to improve our viability, including in New Business

Green = performing well      Amber = room for improvement      Red = cause for concern

## We have reduced the subsidy to our Enterprises and Adult Learning and Employability Teams by £108k through fundraising while improving the proportion of learners achieving their goals

## Our plans

### This year we planned to :

**To open The Coffee Shop and develop it into a thriving social enterprise**

**Establish Enterprising People to enable the enterprises to thrive and achieve viability**

**Reorganise the property service to improve value for money and achieve the stock investment planned for the year**

**Make a success of opening the high support mental health service. To develop detailed options for second stage move on accommodation in 2017/18**

**Offer people with learning difficulties and autism in Hackney the opportunity to access support through skills development, health and wellbeing activities in the Real Opportunities project**

**Improve our value for money through benchmarking, improving unit cost, reducing voids, collecting ex-tenant debt, and reviewing our tenure approach**

**Improve support for staff as a Mindful Employer**

### This year we have:

We opened The Coffee Shop in November 2016, and are recruiting people with vulnerabilities as volunteers and paid trainees. The Coffee shop has a 2-year plan to achieve viability.

We began this service in August 2017. It was officially launched by Rt Hon Jeremy Corbyn in November 2017.

We recruited a new assets and property manager who is leading the stock condition planning and managing the Outsourced responsive repairs contract. We completed £150,000 fire upgrades to our properties as planned investment.

The high support mental health service has very successfully become part of PBHA benefiting from the community activities we offer. We have analysed move on needs of all PBHA supported tenants.

40 people took part in the Real Opportunities project in partnership with Hackney CVS and Volunteering Matters. 33 people took part in work experience and 20 in Creative Industries as part of the project. 12 people moved onto supported employment.

We improved our value for money by making efficiency savings across Housing, Property, Adult Learning and Administration. This improved our unit costs. Our Tenure policy was reviewed. Due to the significant restructuring and funding changes, we did not achieve improvements in voids loss and tenant satisfaction.

We introduced a Wellbeing Champions project with staff. We acted on the outcomes from the Organisational Strengths survey amongst staff.

### Our plans for 2017

We will review our Business Plan to 2020, aiming to achieve the restructure of our properties in line with the move on needs of tenants.

We plan to launch a new Timebank and Peer support service as part of Enterprising People.

We plan to achieve an 18% reduction in our responsive repairs expenditure and an improvement to tenant satisfaction with repairs as part of the outsourced contract. We expect to combine the stock condition survey data and capacity study to plan for increasing our housing stock by 2020.

We will review whether we can expand the High support mental health service. We will develop plans to increase our housing stock and tackle move on accommodation for tenants.

We plan to deepen and strengthen the offer of suitable employment skills services for adults with vulnerabilities, particularly disabilities, through Building Better Opportunities and Journey to Employment partnership with the DWP.

We plan to improve our value for money by increasing customer satisfaction with a particular focus on value for money and satisfaction with repairs, maximizing lettings, reducing voids, and reducing staff turnover

We will ensure all staff and volunteers have access to the learning and development they need to carry out their roles and responsibilities. We will adapt PBHA and train all staff so we become a Psychologically Informed Environment.



# Key people and thank yous

## Board Members

**Andy Love** – Chairman

**Tony Bacon**

**Martin Jones**

(Resigned 29 September 2016)

**Phil Jones**

(Resigned 29 September 2016)

**Kitty O'Leary**

**Cub Llewelyn-Davis**

(Appointed 21 January 2017)

**Jakki Moxham**

**Tony Pearson**

**Damian Pocknell**

(Resigned 29 September 2016)

**Paul Richmond**

(Appointed 24 November 2016)

**Paul Wells**

## Senior Management Team

**Clare Norton**

Chief Executive Officer

**Pauline Hamilton**

Director of Finance and IT

**Vanessa Morris**

Director of Services

**Michael Havard**

Head of Business

## Partner Organisations

**Acuity Special Project**

**Benchmarking Group**

**Age UK** (Hackney)

**Art House Meath**

**Café Art**

**Centre for Better Health**

**Cordwainers Grow**

**Crisis**

**Customer Employment**

**Partnership**

**Groundwork**

**Headway East London**

**Islington and Shoreditch**

**Housing Association**

**Islington Mind**

**Old Spike Roastery**

**Making Room**

**Providence Row Housing**

**Association**

**Shoreditch Trust**

**St. Mary Secret Garden**

**Volunteer Centre Hackney**

**Volunteering Matters**

**Women's Aid**

**Workers Educational**

**Association (WEA)**

## Funders

**Beazley**

**Big Lottery Fund**

**Department of Work and  
Pensions**

**East London NHS  
Foundation Trust**

**European Social Fund**

**Garfield Weston Foundation**

**Hackney CVS**

**Hackney Learning Trust**

**London Borough of Barking  
and Dagenham**

**London Borough of Brent**

**London Borough of Camden**

**London Borough of Enfield**

**London Borough of Hackney**

**London Borough of Islington**

**London Fire Brigade**

**Richard Cloudesley's Charity**

(Catalyst Programme and  
Welfare Grants Programme)

## Supporters

**Acoustic Consultants Ltd**

**Albert Hunt Trust**

**Drapers Charitable Trust**

**East London Business Alliance**

**Gowling GLD**

**Hackney Co-operative  
Developments**

**Media Trust**

**Voluntary Action Islington**

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Community Benefit Societies  
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the Homes and Community  
Agency (No. LH 0888)