

The logo for Home Group, featuring the words "home" and "group" stacked vertically in a lowercase, sans-serif font, enclosed within a white circle.

home
group

**Annual
review**
2019

Chairman's introduction

I have the pleasure of introducing the 2018/19 annual review for Home Group, outlining our continued progress, successes and challenges faced over the past year.

This is my first year as chairman, having joined Home Group in July 2018, and it has been fascinating to see the workings of one of the UK's largest housing associations from the inside. Over the past twelve months I have got a real sense of our scale and reach, as well as our support for our customers and colleagues, which is outstanding. I have also been struck by our impact and influence in the sector.

A social enterprise and charity, we are one of the nation's largest providers of high-quality housing, integrated health and social care, with a turnover of over £367 million.

Last year we housed 110,000 people in our 55,000 homes across England and Scotland. This includes accommodation-based support for customers with mental and physical health issues. This year, we have worked with around 20,000 vulnerable people in our supported housing and health services.

To deliver such support we need to be robust and financially stable. Overall, our performance in the year to 31 March 2019 has been extremely strong, particularly when the economic and political climates are considered. We head into another financial year still uncertain what Brexit will, or won't, bring.

Despite that uncertainty, in the year to 31 March 2019, we delivered a surplus before tax of £47.0 million - slightly down on last year - but an operating surplus of £80.3 million, before surplus on disposal of housing properties - slightly up on last year. All surplus is reinvested into improving our existing housing stock, building more homes and meeting the wide-ranging needs of our customers.

Our total rental income in the year to 31 March 2019 was £254.4 million. From this, we invested £79.4 million in maintaining and improving our customers' homes - up almost £4 million on last year.

In March 2019 we signalled our commitment to continue to build a wide range of new homes, after securing a £350 million bond issue. The bond is structured as £250 million received from investors now with an option for a further £100 million at a future point.

It will support Home Group's aim to build homes for social and affordable rent, shared ownership, homes in the supported area and for outright sale.

This follows on from our investment in the year to 31 March 2019, which stood at £349.0 million - an increase of over £100 million on 2018. That was for the development of new homes, with a further £21.1 million invested in joint ventures and associates.

Over the last two years we have delivered 3,024 homes for rent and ownership (1,660 in 2018/19). We are on track to achieve our target to build 10,000 homes by 2022.

I must make special mention to Persona, our outright sales brand, which only began operating in 2018 but has already lifted the bar in terms of design quality. It was recognised at the 2018 What House Awards with a silver medal for Best House.

Also recognised last year was our outstanding support for our LGBT+ colleagues, when we were placed 17th on Stonewall's top 100 employers index. Our ranking is testament to the phenomenal commitment from colleagues across the whole organisation to ensure LGBT+ colleagues and customers can be safe, accepted, respected and celebrated.

During the year to 31 March 2019, we became a wave one strategic partner with Homes England, where we committed to deliver 2,300 homes outside London over the next five years. This certainty of grant means we can accelerate our existing development pipeline, look for new opportunities

and utilise our relationships with private developers to increase affordable rented homes on their schemes.

Other effective partnerships and working relationships in 2018/19 included NHS providers and local authorities. We secured £19.9 million of new business to provide effective support for customers with mental health needs, learning disabilities or reablement issues. This allowed us to strengthen our clinical and therapeutic skills base during the year.

However, our partnership with our customers, once again, was our key focus in the year to 31 March 2019. And it was very pleasing to see our customer satisfaction levels increase from the already high position from which they started. Satisfaction levels now stand at 95% for rented customers and 97% for supported ones.

I would hope that our new customer promise will at least maintain these levels in 2019/20. We engaged hundreds of our customers in 2018/19 to ensure it is fit-for-purpose. It's a promise which has been shaped by our customers and will be assessed and evaluated by them.

While the fundamentals remain, the new amendments further increase our commitment to our customers, and improve their ability to question and challenge us; shape our activity and hold us to account.

We are making our general feedback process easier, with customers able to give their feedback by text, telephone, online or face-to-face. We are also contacting customers at different stages of their journey with us so we can understand their experiences and issues when they move into their home, when they are settled into their home, and when they leave us.

During the year, our customer service centre has implemented new ways for customers to get in touch through digital

channels including our brand new My Home Account, which is in the process of being rolled out to our customers.

The core element of welfare reform legislation, Universal Credit (UC), completed its nationwide rollout in December 2018 and continues to affect our customers considerably through higher levels of rent arrears that can risk tenancy sustainability. We continue our efforts to mitigate this impact where possible, working with customers often individually and liaising with the Department for Work and Pensions on a range of improvements to the benefit. Around 400 of our customers per month are experiencing the UC claims process and we track each stage closely.

Our focus on and commitment to our customers will be uppermost in our thinking going into 2019/20.

Our strategy, going into 2019/20, continues to be bold and ambitious. We are all behind our mission to building homes, independence and aspirations. With the level of professionalism, energy and passion shown by colleagues in the year to 31 March 2019, I've no doubt we'll get even closer to achieving this in 2019/20.

Underpinning our drive, we should be assured by our strong credit rating of A-, our rating of G1:V1 from the Regulator of Social Housing, a healthy surplus available for reinvestment and a gearing ratio of 47.6%

We have the drive, capacity and resources to do some great things next year. I am really looking forward to playing my part.

John Cridland
Chairman, Home Group



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“None of this is possible without the dedication and hard work of our colleagues”



Chief Executive's review

Our chairman has just outlined very well indeed how strong our financial and operational performance was last year.

I'd like to explain why that performance was so strong, and the reason is quite simple. It's down to the passion, commitment, and professionalism of colleagues.

We have nearly 2,600 colleagues working across the organisation – from strategists and board members at head office to housing managers in isolated places, and from colleagues supporting customers with complex needs to those marketing and selling our homes.

Despite the differences in roles and geography, we are connected to and driven by the same things.

We care passionately about our customers, we believe in and strive towards achieving our mission to build homes, independence and aspirations, and crucially, we live our values.

In my experience, values sometimes feel like add-ons or token gestures within organisations and are taken as such, but not here!

Our values - accountable, caring, commercial, and energised - are stitched into the fabric of our organisation. And there are countless examples showing how each one drove us forward last year.

From July 2018 through to March 2019, we engaged hundreds of our customers in order to shape our new customer promise, to ensure it's effective for them. It's been developed with our customers, and it's one which will be monitored and judged by them.

It's a promise which reflects not only our diverse and distinct customer base, but the considerable change as an organisation, and as a sector, we have gone through recently.

The new amendments further increase our commitment to our customers, and

improve their ability to scrutinise us; challenge us; shape what we do and, ultimately, hold us to account.

As well as upping the ante in supporting our customers last year, we put in an equal amount of effort into supporting and caring for our colleagues. We have always been committed to ensuring every colleague feels accepted, valued and supported. We are renowned for that.

But we surpassed even our own high standards last year. We are now ranked the 7th best workplace in the UK, and the 5th best workplace for women in the UK. We also placed 17th out of the 450 organisations vying for a spot on Stonewall's top 100 employers for 2019. Our challenge now is to build on this exemplary work and take it to another level again.

Challenges are something that we thrive on. Last year, we launched Persona, our new outright sales brand, which meant calling on all our values at once. It is our first foray into the highly competitive commercial house building sector. Our effort to date has been outstanding. Not only do we already have developments active across the country and satisfied customers in, we received a silver award for Best House at the 2018 What House Awards.

We were further energised last year by our Gateshead Innovation Village project. To mark the completion of the construction of the village (phase 1) we held a conference, at which we received fantastic endorsements and support

from a wide range of stakeholders and partners, including Government, Homes England, developers and local authorities. It has given us the energy to ensure phase 2 is equally successful.

Our strong performance last year was a combination of many things - boldness and ambition; strong strategic planning; sound financial management; colleagues voluntarily going beyond what is written in their job descriptions. The basis for all of which comes from the fact that we live our values.

I would like to thank all colleagues for their outstanding professionalism, true commitment and genuine passion. Like all organisations we face challenges at times, from internal forces as much as external ones. But the values we adhere to means we can deliver for our customers, support each other and achieve our objectives, year on year.



Building homes, independence and aspirations

We are one of the UK's largest providers of high quality housing and integrated housing, health and social care. We're committed to delivering our mission, 'building homes, independence and aspirations'.

We do this through our growing development programme, delivering innovative solutions to support the demand for housing, providing high quality housing and services to our customers from Cornwall to Dundee, and shaping healthcare services that meet the ever-changing needs of society.

80+
years in housing

110,000+
people housed in
almost 55,000 homes

20,000+
vulnerable people supported

95%
customer satisfaction

17th
on Stonewall's Top Employer Index

£367m+
turnover



Meet some of the people we're helping

Perry

Perry lives in one of our mental health step down services.

"I had a flat that wasn't going so well because of my mental health. I moved from there to here; they're giving me what I need to get out of hospital and stay out of hospital. I'm going to sum the supported accommodation and the whole foundation of it up as spectacular. It's just life changing."



Mark

Mark was a shared owner in Hampshire and recently purchased his remaining shares to become a home owner.

"The best thing about being a shared owner is that it's a foot in the door to a property and a start again. Home Group kept in touch with me all the process... I do recommend becoming a complete owner."



Sema

Sema has secured a permanent role following her apprenticeship.

"I still can't believe that people here have such a warm heart; everyone helps and supports each other - we have such a brilliant culture. Doing an apprenticeship at Home Group was the biggest and best step I've made in my career; I'll never regret it."



Our performance

Last year we housed 111,000 people across 55,000 properties, including social, affordable, shared ownership and supported homes.

Repairs KPIs

121,689 routine repairs completed during the year.

On average these were completed in 10 days (target 14 days).

39,463 emergency repairs completed during the year.

On average emergency repairs were attended in 5 hours (target 6 hours)



Some of our customers need more than just a home, and we support their specific needs. Through our supported activity, we worked with nearly 20,000 vulnerable people last year in our supported housing, justice and health services.

Our surplus for the year was £45 million, a decrease of £6 million compared to the previous year. This was mainly due to reduced profits from our development joint ventures and associates, with fewer sales taking place.

Our core social housing lettings business also decreased in size during the year, as a result of decommissioning some of our supported housing services as we shift to new products in line with our strategic objectives. This is a temporary contraction in size as we reposition our offering, and we expect growth in this area going forwards.

We continue to have an active development and regeneration programme, with the revitalisation of our existing estates and communities being one of our biggest priorities. During the year we delivered 1,660 new homes, 735 of which were for affordable rent.

Our commitment to investment and growth is matched by our pledge to highest quality design. Our recent large schemes at Wawne Road in Hull and Channels in Chelmsford have genuinely lifted the bar in terms of design quality and were recognised at the 2018 What House Awards with a silver medal for Best House.

During the year we entered into strategic partnerships with both Homes England and the Greater London Authority, which will enable us to access additional grant funding for 3,200 affordable homes. We also raised £250 million through a new bond issue, securing future funding for our ongoing development activity.

New business for our new models of care secured during the year will deliver £20

million of income over the lifetime of the contracts. These new services represent our transition to delivering longer term property based support, in particular partnering more with health services.

We have also developed our LIFE model (Living Independently, Feeling Enabled) which encompasses our approach to supporting our customers in a person centred way. This practice model is an important part of achieving our strategic goals, and will be rolled out across the business over the coming year.

During the year we spent £79 million on repairs and maintenance for our social housing properties, compared to our budget of £89 million. We continue to work with our contractors to improve the level of service provided to our customers, and have seen an increase in customer satisfaction with repairs to 94% from 90% in the prior year. We have budgeted £90 million for repairs and maintenance costs in the coming year.

At the year end, 98.9% of our general needs homes were occupied, a slight increase from the start of the year, 98.8%. We continue to put plans in place to tackle hard to let properties, so we can reduce the number of homes standing empty.

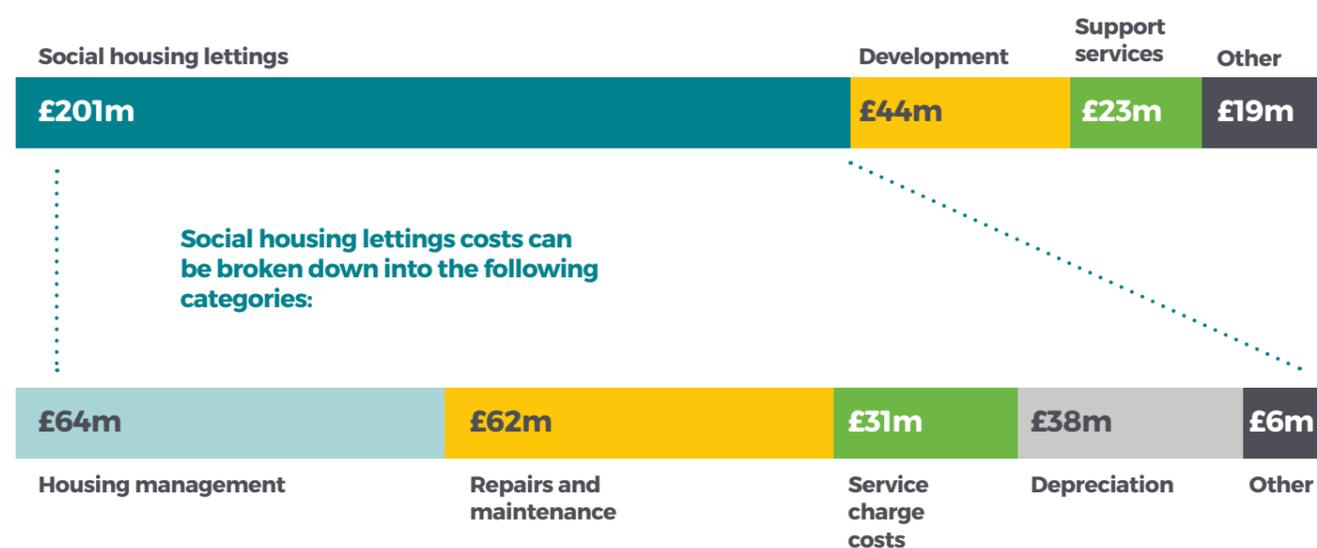
Reserves increased by £41 million during the year to £618 million, showing that we have significant capacity to continue to invest in improving our existing homes and building more affordable homes. We continue to be rated G1:V1 by the Regulator of Social Housing, demonstrating that we are well governed as well as financially strong.

Income and expenditure breakdown



Expenditure – where we spend money

Our total expenditure in 2018/19 was £287 million – most of this (£201 million) was costs relating to our social housing lettings business, although we also incur costs related to the development of new homes, the provision of support services to our supported customers, and other costs (such as those relating to leasehold and market rent properties that we manage).



Housing management costs include all costs associated with managing our homes and delivering services to our customers. They also include the cost of our back office support services which help support our frontline colleagues.

Repairs and maintenance costs includes the following:

- £40 million to complete 122,000 responsive repairs during the year
- £6 million on major repair work to our properties

- £16 million on planned maintenance work, which includes gas servicing, fire risk assessments and electrical safety checks for all our properties if needed

Service charge costs are those costs which are recharged to customers through their service charge for items such as maintenance and utility costs for shared areas, security systems and gardening.

Depreciation is a charge which is applied to spread the original purchase cost of our properties over their lifetime.

Income – money we receive

The expenditure above is funded through our three main income streams:

- £271 million rent and service charges paid by our customers
- £54 million from sales of shared ownership and outright sale new build homes
- £24 million contract income for support contracts paid by commissioners such as local authorities and the NHS

Income and expenditure	2019 £'000	2018 £'000
Income		
- social housing lettings	270,809	276,954
- shared ownership and outright sales	53,511	35,044
- support services	24,441	38,966
- other	18,556	13,739
Total income	367,317	364,703
Expenditure		
- social housing lettings	(200,988)	(202,563)
- shared ownership and outright sales	(43,856)	(28,019)
- support services	(23,090)	(37,284)
- other	(19,065)	(16,923)
Total expenditure	(286,999)	(284,789)
Surplus on disposal of housing properties	5,930	7,597
Operating surplus	86,248	87,511
Share of profits from joint ventures and associates	2,304	5,601
Net interest payable	(41,581)	(41,266)
Surplus before tax	46,971	51,846
Tax	(2,243)	(1,326)
Surplus for the year	44,728	50,520

Balance sheet	2019 £'000	2018 £'000
Housing properties	2,384,330	2,177,651
Investments	76,966	69,850
Other fixed assets	41,229	44,943
Total fixed assets	2,502,525	2,292,444
Net current assets	93,005	23,003
Long term creditors	(1,936,953)	(1,697,863)
Pension provision	(40,431)	(40,234)
Net assets	618,146	577,350

Value for money

Our approach to value for money

Our strategic objectives set out what we want to deliver, and by doing this in a cost-effective way, we're able to deliver more with less. We challenge our ways of working by asking the following three questions:

Economy – are we spending our money in the best way possible?

Efficiency – are we working in ways that avoid wasted time and effort?

Effectiveness – are we achieving what we set out to do?

Our performance

We carry out regular assessments of how we are performing against our targets and the value for money metrics set out by our regulator, and how we compare to other social housing providers. The full assessment of our performance for the year is set out in our financial statements which you can find at www.homegroup.org.uk/annualreview2019

Where we do well

- Last year we targeted improvements in our rent collected and social housing cost per unit metrics, and achieved

above-average performance in both this year.

- Our customer satisfaction scores are higher than ever – 95% of our rented customers and 97% of our supported customers are satisfied with the service they receive.
- Our social housing reinvestment rate (the amount we invest into new and existing social homes) was 10.7% last year, much higher than the average in the sector (6.0%).

Where we can improve

- We continue to have more empty properties than many other housing associations, and we're looking at ways to improve this. There are many reasons why properties may be empty – they may require additional investment to bring them up to standard, or there may be little demand in that area, in which case we may consider selling the property in order to reinvest in building new homes in areas of high demand.
- Our overheads (the cost of our back office support functions) are higher cost than many other housing associations, and we're investigating why this is and how we might be able to deliver a more cost-effective service.

What value for money means to our customers



“Getting what you pay for – a good deal”

“A good affordable home I'm happy with”

“Receiving the best service for your money”

Where customers thought we could improve

“Better quality repairs – don't cut corners”

“Better visibility of housing managers”



8.5 customers out of every 10 people we asked said that the services they receive are good value for money



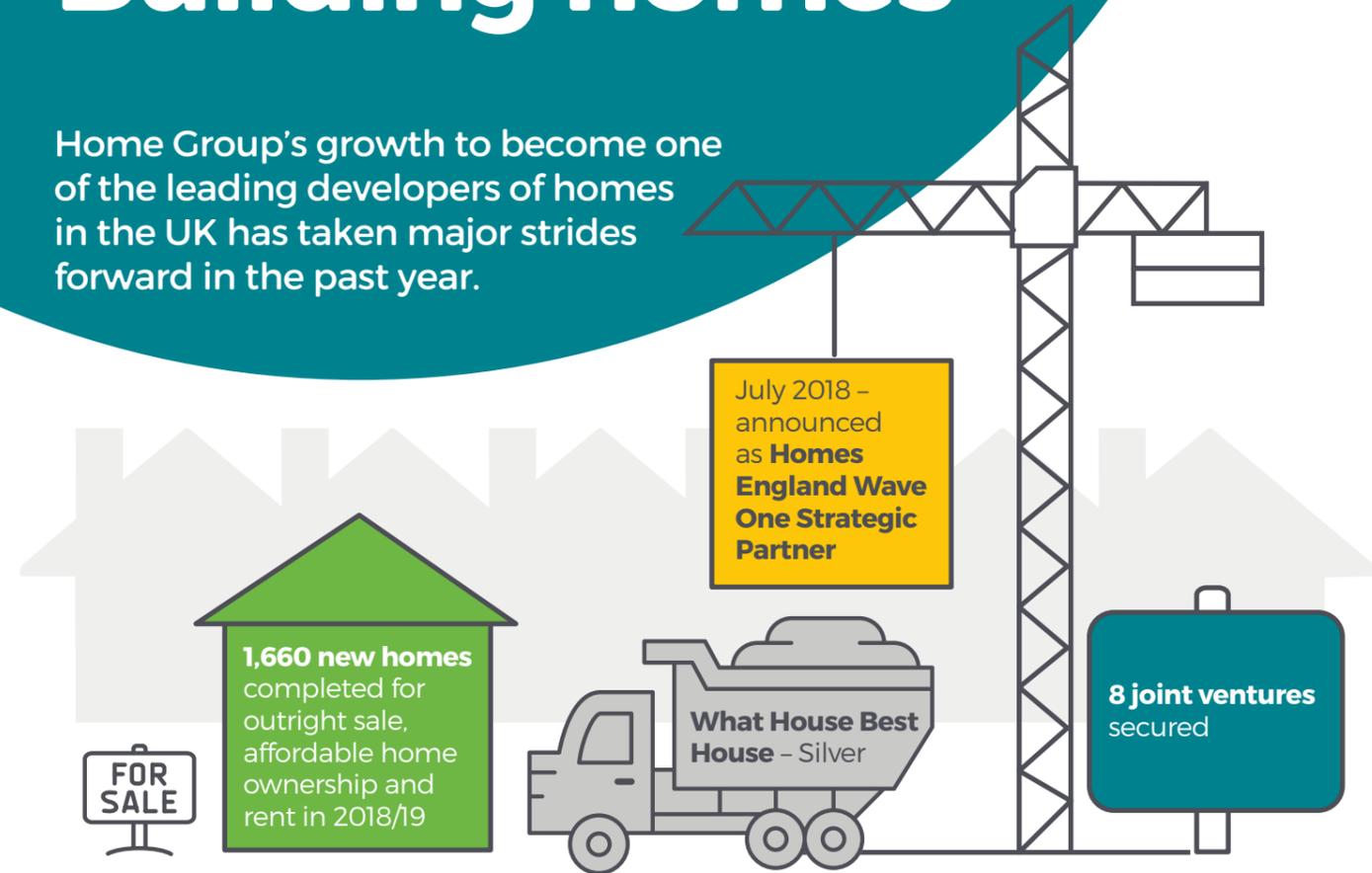
7.8 customers out of every 10 people we asked said that they were happy with the overall service provided by Home Group



8.8 customers out of every 10 people we asked said that they were happy with Home Group colleagues

Building homes

Home Group's growth to become one of the leading developers of homes in the UK has taken major strides forward in the past year.



With a significant increase in our development pipeline, securing some of the country's most sought after land opportunities and committing to long term strategic land opportunities we are strongly positioned for further growth.

In a busy year where we've radically accelerated our development and sales activity completing almost 1,700 homes (almost treble the numbers delivered in 2015), we've remained forward thinking, creative and innovative.

For the next five years, we'll invest £1.6bn and reinvest all of our profits to deliver even more homes in future years. We've already secured 72% of our private sale pipeline and 52% of our affordable pipeline – building 12 new homes every day.

Joint ventures are at the heart of our plans and have strongly positioned us for further growth. Our proven success has led to us securing eight corporate joint venture deals which alone will deliver more than 2,271 new homes, including 500 affordable homes, have a gross development value of £1.1bn

and deliver profits of £166m to reinvest in affordable housing activity elsewhere.

Our commitment to investment and growth is matched by our pledge to highest quality design. Placemaking principles drive value and return as well as making great places to live. Our recent large schemes at Wawne Road in Hull and Channels in Chelmsford have genuinely lifted the bar in terms of design quality, with our Hull development recognised at the 2018 What House Awards with a silver medal for Best House.

Regeneration also remains one of our biggest priorities looking at revitalising some of our existing estates and neighbourhoods. Our place-based approach means we work to design communities where our customers want to live, working sympathetically with the surroundings and remembering that our customers' needs are at the heart of what we do.

Our specialist building programme continues to develop to support our new models of care service implementation,

including where appropriate incorporating assistive technology into our purpose built services.

In July 2018 Homes England confirmed Home Group's status as a Wave One Strategic Partner, and during November the Greater London Authority also awarded us Strategic Partner Status. This gives us more confidence to deliver our plans to build 10,000 new homes by 2022 with strategic partner funding for 3,200 homes. This coupled with our commitment to deliver 3,000 Build to Rent homes financed by institutional investment will see us significantly improve upon our original business targets.

Our work to disrupt the UK housing industry has already started through our Gateshead Innovation Village where we're testing ways of accelerating development through modern methods of construction. Construction works are nearing completion and the research results will offer greater confidence in using modern methods at scale as well as challenging public perceptions of modular homes.

Building independence and aspirations

Our position as one of the UK's leading providers of high quality homes, and long term integrated health and care services, is thanks to working hard to understand our customers.

During 2018/19 we worked with over 20,000 vulnerable people through our supported health and housing schemes.

Our new models of care offer continues to grow, working closely with NHS providers and local authorities to provide much-needed solutions for customers with mental health needs, learning disabilities, autism or those needing support and reablement.

Our Beech Range mental health step down scheme in Manchester demonstrates how close working with our commissioner, in this case Greater Manchester Mental Health Trust, can shape a service to meet their needs, supporting some of the most vulnerable people to leave hospital when they do not need an acute bed any more, providing a stepping stone to returning to the community.

We have rolled out our person-centred planning training to 1,300 frontline colleagues as a foundation for all our service delivery, building it into induction processes for colleagues across the breadth of the organisation who will work with our customers on a daily basis.

We have continued to transition our services to new models of care, focusing

our tendering on mental health, learning disabilities and community wellbeing services. Our service in Scarborough started on site this year, due to open in 2020 where it will provide a focus on reabling older people to lead meaningful and happy lives. We continue to decommission or reshape services which fall outside of this strategy as they reach the end of their contracts.

We have 11 CQC services; one is rated outstanding, five are rated good and four have not yet been inspected. Our Newcastle CQC regulated services were rated as requires improvement and we have submitted our action plan to CQC which focuses on separating the registrations for our learning disability and our older person's services which we have taken over recently to allow for more specialised focus.

With our clinical team in place, we look forward to welcoming our first transforming care customers in Kent later this year. Our community wellbeing schemes continue to grow, with specialist new mixed-tenure developments such as our Huntley Place service, delivering changing levels of support for our customers as and when they need it.

As Universal Credit's national rollout finished, we have continued to see its impact on our customers

through higher arrears risking sustainability of tenancies. We have worked with our customers often individually through our dedicated support team at our customer service centre, and continue to liaise with the Department for Work and Pensions on a range of improvements to the benefit. We have also trialled a number of pilot schemes and innovative ways to help our customers. This includes a low level mental health worker supporting customers living in our rented homes in Yorkshire, who has helped customers maximise their income and reduce arrears at the same time. In the first three months of their role they had recouped around £20,000 in arrears and made a big difference to customers' financial stability. In Tyneside, our transitions service offers a stepping stone between supported and rented tenures to make sure customers are supported every step of the way.

Scotland

We have continued to put customers at the heart of all we do in our work in Scotland. We have developed additional partnerships to meet the needs of our customers and are a key partner in the Scottish government's Housing First programme, assisting those who have experienced repeat homelessness.

Our sixth Annual Return of the Scottish Social Housing Charter (ARC) demonstrates our continuous improvement. Our focus on customer safety and compliance has allowed us to achieve 100% for gas safety records achieved in target and we have also seen an improvement in repairs.

Satisfaction

We use a range of measures to monitor customer satisfaction throughout the year, on everything from neighbourhoods to repairs.

Over the last year our customer service centre has continued to focus on colleague development to deliver brilliant conversations which has been reflected in the service centre maintaining their customer satisfaction score of 93% from last year. The customer service centre has implemented new ways for customers to get in touch through digital channels including our brand new My Home Account which is currently being rolled out to our customers.

	Satisfaction score	Target
Rented customer satisfaction	95%	93%
Supported customer satisfaction	97%	No target 95% last year
Customer service centre	93%	94%
Neighbourhood	89%	90%
Planned maintenance	90%	93%
Repairs	94%	90%

This year has seen further awards for the customer service centre, with several accolades including North East Contact Centre Award Customer Experience Champion and National Contact Centre Customer Experience Manager of the year which is testament to the customer service centre's commitment to delivering brilliant outcomes for our customers.

Our maintenance review project considered our contracting and operating models to make sure we can meet customer demands, improve customer experience and maximise value for money. This has seen new contracts drafted with amended terms, and separating our north west region into North Lakes and South Lakes with new contractors appointed, enabling us to operate more efficiently particularly given the large portfolio and spread in this region.

Stage 1 customer complaints increased by 3% (1,944 compared to 1,881 last year) while stage 2 complaints decreased by 17% (238 compared to 285 last year). Supported customer complaints have decreased from 457 last year to 238. Our newly specialist services offer targeted high intensity support to many customers and we have continued to explore a range of other methods of complaints including easy read documentation, in part thanks to

our newly specialist services offering targeted high intensity support to many customers, as well as our exploration of other methods of complaint including easy read documentation.

Overall, 33 complaints were referred to the Housing Ombudsman Service. In total 36 complaint determinations were received by the Ombudsman during the same period. Of these, 23 were upheld with recommendations for further action.

The most common cause of complaints and expressions of dissatisfaction were about our responsive repairs and maintenance service, with 72% of rented complaints focused on this. The remaining 28% related to a range of areas including estate services, neighbourhood issues, rent and services charges and gas servicing.

We continue to review our feedback mechanisms, and are contacting customers at different stages of their journey with Home Group so we can understand and act on the differing needs of customers moving in, settling with us or leaving us.

We've also been working on an innovative change to the way we handle and think about complaints by working with customers and colleagues to find out how we can improve. We started work on this in early 2019 and will launch our new approach in the autumn.



Working together: that's when it hits home

We're incredibly proud of the phenomenal work we have delivered over the past year, our colleague offer continues to go from strength to strength and as ever our brilliant people are at the heart of all that we do.

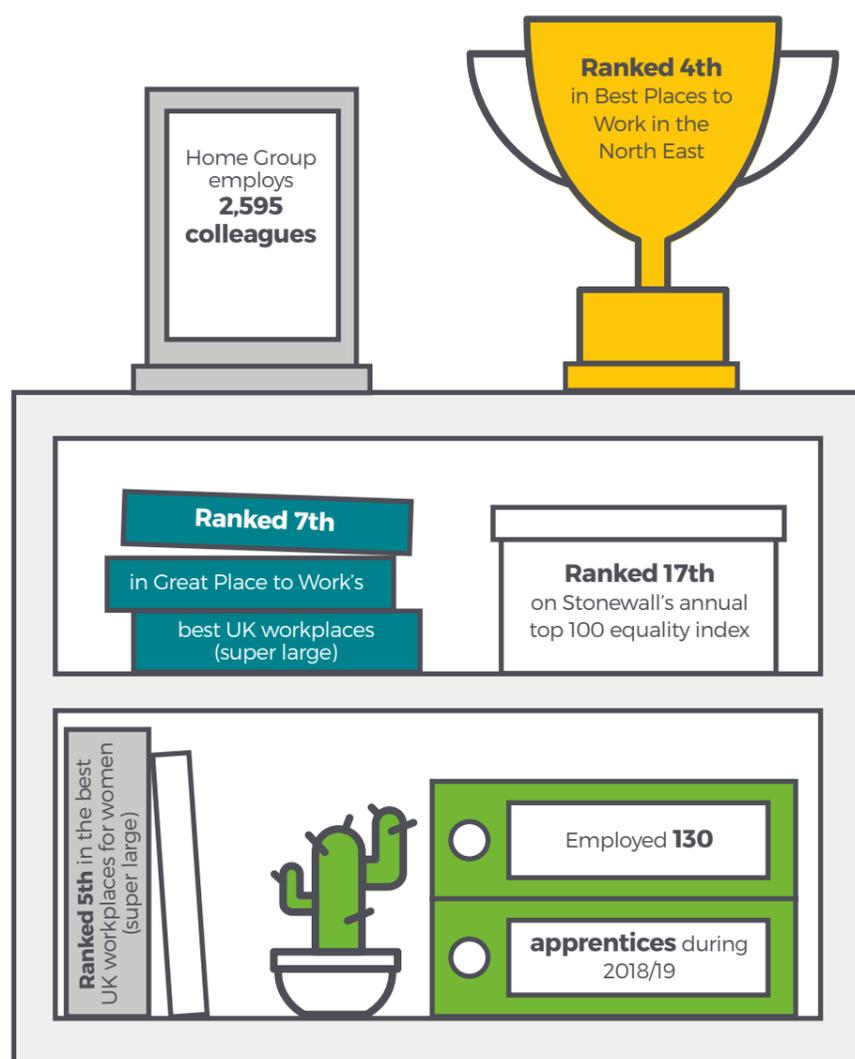
We have enhanced our learning and development pathways to support new and existing colleagues to build sustainable careers and ensure we are best placed for the growth aspirations that support our strategic goals. This is an area we consistently evolve in order to attract and retain brilliant colleagues.

Our continued efforts to attract and retain a truly diverse workforce have been further strengthened by signing up to the Leadership 2025 five point plan and adopting the Rooney Rule. This means we've committed to interviewing where possible, at least one candidate from a BAME (Black, Asian and Minority Ethnic) background for all senior roles - we've extended this to female applicants too.

With our current representation of BAME colleagues at a senior level and above sitting at 4%, there's clearly work still to do to achieve the aspirational targets we've committed to (6% by 2020 and 8% by 2025), but our results are very promising with over 70% of all senior recruitment exercises having candidates who identify as BAME and an appointment rate of 27%.

Our Being Brilliant Leadership Development programme, which specifically targets applications from underrepresented groups further supports the development of our diverse talent pipeline.

As well as being a disability confident employer we are thrilled to have signed



As an organisation, we truly represent the diversity of the communities in which we serve as benchmarked census data shows:

Regions (Home Group region headcount)	BAME census data*	BAME Home Group 2018 data	Disability census data*	Disability Home Group 2018 data	LGB census data*	LGB Home Group 2018 data
East Anglia (137)	10.35%	11.68%	19.07%	6.57%	1.20%	6.57%
East Midlands (104)	12.30%	15.38%	21.71%	4.81%	1.60%	5.77%
London (135)	39.85%	43.70%	16.14%	5.19%	2.70%	0.00%
North East (1254)	5.55%	5.90%	25.26%	4.07%	1.40%	4.63%
North West (111)	11.40%	3.60%	22.01%	3.60%	2.30%	5.41%
Scotland (47)	4.85%	4.26%	20.75%	2.13%	No Data	4.26%
South East (347)	10.67%	16.43%	18.74%	6.34%	2.10%	6.05%
South West (200)	5.56%	10.50%	20.81%	5.00%	2.10%	2.00%
West Midlands (125)	19.02%	22.40%	19.69%	5.60%	1.60%	5.60%
Yorkshire and Humber (146)	11.56%	17.81%	22.34%	3.42%	2.00%	3.42%
National totals	15.19%	11.62%	20.02%	4.64%	1.89%	4.53%

up for the Armed Forces Covenant and the Care Leavers Covenant, supporting current and ex-service personnel and those leaving care into great careers at Home Group. Our resourcing team have enhanced our candidate experience and their work ensures we remain an employer of choice in an increasingly competitive talent market.

Diversity is part of our DNA and we work hard to create an inclusive environment in which everyone is comfortable being their true self. We strive to enable our colleagues to be and feel great at work through our wellbeing offer and people centred approach to performance and we have a fantastic support offer including our independent assistance programme, qualified mediators and coaches, Mental Health First Aiders and Time to Change champions.

We have brilliant colleague led network groups representing the characteristics of gender, ethnicity, LGBT+ and disability.

Our gender and ethnicity pay gap review shows both are under 13%, with robust improvement plans in place.

We're immensely pleased to have achieved a massive jump of 58 places in the Stonewall top 100 employer's index putting us at 17th place - a true reflection

of our performance and progress with LGBT+ equality and inclusion.

Our equality, diversity and inclusion agenda in the coming months includes planned round table events and our annual equality, diversity and inclusion conference, this year supported by Professor Binna Kandola.

We do the right things for the right reason, not to win awards - but we're still proud of our trophy cabinet. This year we've achieved re-accreditation for Investors in People Gold and have become one of the UK's first organisations to achieve high performing accreditation for Investors in People for Wellbeing. Our annual colleague survey, (carried out by the external company, Great Place to Work) placed us 7th in the UK for organisations of our size and the highest ranking organisation in our sector as well as placing us 5th in the UK's best workplaces for women in our category. Our talent pipeline to grow our own registered managers at Home Group (underpinned by our apprenticeship programme) gained a Skills for Care Accolade award too.

Our apprenticeship programme has further evolved, building on the brilliant foundations of our customer offer to continually enhance our engagement and talent pipeline. We now offer 70

apprenticeships annually to customers, with 80% staying with Home Group, making us more representative of the communities we serve and achieving an annual social return on investment of £350,000. The breadth of our programme now includes working with 12 specialist providers to deliver 19 different apprenticeships, from front line roles to chartered surveyors, management accountants and IT technicians. Our plans for the year ahead involve further growth and include building a clinical talent pipeline pathway and working with the Apprentice Ambassador network to share our best practice.

To enhance collaborative working and enhance performance we have redesigned our reward approach removing recognition based on individual performance to a win-win approach based on mutuality which has enabled partnership working across the organisation aimed to enhance our results and customers service.

We have undertaken a comprehensive review of our policy and processes to simplify them and focus more on our colleagues' point of view. Our Ways of Working and Agile Working policies mean we can provide a more inclusive and flexible offer for our colleagues.

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The year ahead

We're proud of what we've achieved in 2018/19 but we know we can continue to do more to deliver on our mission of building homes, independence and aspirations.

With that in mind, our highlights for the year ahead will continue to meet our four strategic priorities and include:

Building 10,000 homes



We will continue to innovate to help meet the ever-growing demand for housing. Our exciting research from Gateshead Innovation Village will help us demonstrate to the sector performance and customer feedback about living in a modular home.

Our Persona brand will grow, supporting our increased delivery of new high quality homes for outright sale, allowing us to reinvest any surplus to meet the needs of our communities.

Market leaders in new models of care



Implementation of our new schemes will continue alongside transitioning our traditional care and support offer.

Our clinical expertise will grow with the recruitment of more specialised therapeutic roles equipped with a skills base to support our most complex customers' needs.

90% of our customers regularly using their digital accounts



We will continue our rollout of our new digital self-serve portal, allowing customers to easily and safely manage their account. This is part of our digital roadmap including refreshing and revitalising our website.

We will investigate ways we can provide digital skills and support for both customers and colleagues, as part of our mission to support independence.

20% more efficient



Although we are targeting efficiency savings, we recognise that we may need to reinvest these elsewhere in the business to improve customer service delivery, and that we may achieve efficiencies that do not necessarily lead to cost reduction.

We continue to challenge the way we do things, with a particular focus on customer feedback to make sure we're delivering the level of service our customers expect.



**Building homes,
independence
and aspirations**

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Please contact the customer service centre if you would like this report in Braille, audio or large-print.