

18/19

A place to grow.



Setting the scene.

We are Futures Housing Group, a people-powered housing provider in the East Midlands.

With a focus on growth and providing effortless customer experiences, we are proud to own or manage 10,000 homes, providing quality neighbourhood management and repairs services.

We feel privileged to work with and empower our customers to improve their quality of life through coaching, training and job opportunities.

Our high performance is sector-leading and we are hungry to keep improving. But we are more than just a great landlord. We also:

- own an ambitious commercial development company called Limehouse
- own a commercial independent living brand called Beep Assist
- own a profitable grounds maintenance social enterprise called Futures Greenscape and
- co-own a successful further education provider called Access Training.

We are brave and bold, but experienced and careful when it comes to growth. We are extremely proud to be a great employer with awards from Investors in People and Investors in Excellence.

This is Futures Housing Group's story for 2018/19.

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Introduction from our Chief Executive and Board Chairman.

Lindsey Williams, Chief Executive Officer

We are a people-powered organisation, a place where everyone connected with our work - customers, service users, partners, Board and stakeholders - gets the best possible opportunities to learn, grow and fulfil their potential.

The following pages include so many examples of this - from the 515 apprenticeships we created last year through our co-owned skills and education company, Access Training, to the more than 3,000 people who can live safely and independently thanks to our new home technology service, Beep Assist.

I'm proud that more than nine out of ten of our staff say that they would recommend us as an employer and feel engaged in and loyal to what Futures stands for.

We've made great strides in modernising how we think and work, including local 'touchdown points' for mobile staff enabling them to operate more effectively and closer to our customers.

Our financial inclusion team has transformed the fortunes of 1,300 residents by helping them to save or access over £2 million in personal costs and income.

21st century housing services rely upon full, accurate and real-time data about customers, neighbourhoods and markets. So we're investing in new IT systems and some ground-breaking research into affordability with Loughborough University to meet the challenges that lie ahead.

Working with partners and stakeholders, we are determined that homelessness, worklessness and poverty become things of the past.

Lindsey Williams
Group Chief Executive

Mike Stevenson, Board Chair

It is my privilege to have become Chair of Futures Housing Group this year, picking up the strong business and reputation driven by my predecessor Tony Taylor. A huge thank you to him for his nine years with the Board.

This report showcases the exciting and innovative ways in which Futures continues to grow and diversify. This year saw our highest ever turnover (£50.6 million) and operating surplus (£20.1 million), plus £310 million of funding raised from banks and the capital market.

Crucially, the refinance means that we can expand our plans to build at least 1,200 new homes over the next five years and seek further deals like the 470 homes we acquired from Notting Hill Genesis last year. It also supports our work to breathe new life into former industrial areas through regeneration.

To meet the diverse needs of the communities we serve, we're determined to offer new homes for everyone - for sale, shared ownership and rent at a range of price-points.

2018/19 saw Futures break through 10,000 homes owned or managed, cementing our place as one of the largest independent housing associations within the East Midlands.

This has been a very successful year and I look forward to leading the organisation into the next corporate plan period from 2020 onwards.

Mike Stevenson
Group Chairman

01

Our values, mission and objectives.

We are guided by a mission to create quality services, great places and inspiring futures. This is being delivered through four key objectives:



Strong organisation
"We have a Futures Way of Working which meets our customer needs".



Great places
"We provide quality homes, support customers and work with partners to make better communities".



Ambitious future
"We build new homes to offer more choice to customers and find opportunities to grow and strengthen our business".



Effortless customer experience
"We provide effortless customer experiences".

And we couldn't achieve anything without our MORE values which drive our behaviours:



Making a positive impression



Operating as one organisation



Reaching our potential



Embracing innovation

Value for money matters to us.

All of our income is spent on maintaining our existing homes, building new ones and improving the services we provide.

Value for money is about using our income intelligently and getting the best possible outcomes for our customers and staff.

Managing our money well means that we can provide homes and services at a reasonable cost and develop more new homes to meet the needs of local people.

We make profit for social purpose. This isn't just empty rhetoric - we're targeting and achieving upper quartile performance at no more than median cost.

A growing organisation.

We continued our impressive growth in 2018/19 in several crucial areas.

We hit a major milestone when we broke through 10,000 properties owned or managed thanks to our ambitious development programme and strategic acquisitions.

Futures recorded its highest turnover and operating surplus since we launched in 2003 thanks to our robust approach to managing our finances, our service-improving transformation programme and our development programme.

We acquired just under 500 homes from Notting Hill Genesis - our largest stock acquisition since 2007.

We secured an additional £310m through refinancing, with £200m coming from the bond market to fund our ambitious development programme of building more than 250 homes a year for the next five years.

As an excellent partner, we expanded our footprint to work in 23 local authority areas compared to just three in 2016 – a reflection of just how much we've grown.

We launched a new commercially-focused brand, Beep Assist, to offer high tech solutions so that

people can live independently in their own homes for longer. It is already helping more than 3,000 customers.

Futures was officially awarded Investors in People Gold for the first time and went from a 'good' to 'great' rating under the Investors in Excellence accreditation.

We are continuing to analyse and improve what we do and how we do it through our unique approach to transformation, helping us create better services and better value for money for our customers. This included:

- Transforming our repairs service to support customers to carry out simple DIY fixes.
- Working with our Neighbourhoods Team to revamp its processes and support more digital reporting of unsocial behaviour.
- Working with our Income Team to simplify processes and support more customers to pay their rent – giving us a rent arrears figure of just 1.3%.

Our vital statistics

2018/19

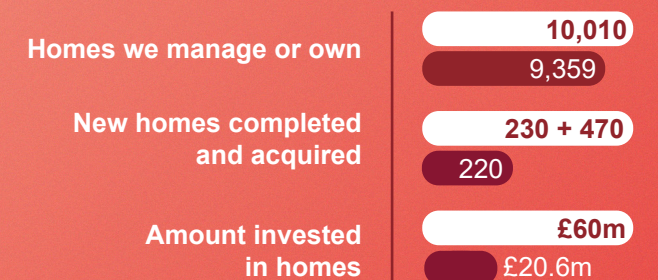
2017/18



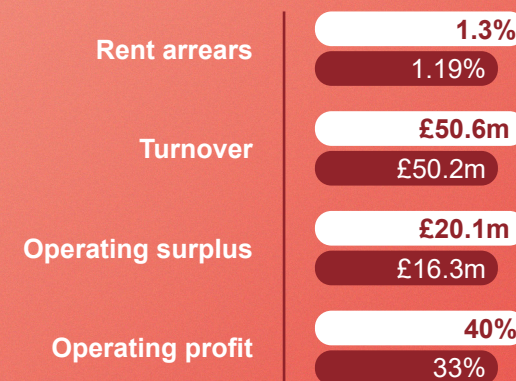
Our people



Our homes



Our finances



Our transformation

- 6% reduction in repairs demands 2018/19
- £138,422 cost saving from repairs and reduced cost of running income service 2018/19
- 66% reduction in time taken to process an unsocial behaviour case 2018/19



Smart tech gives peace of mind and independence

Beep Assist is a new commercial brand which uses the power of technology to help people live independently in their own homes.

It takes traditional telecare services to the next level to give peace of mind to customers by using smart home technology to help make life easier for people with a range of physical and mental health challenges.

It provides everything from fall detectors and smoke alarms to door sensors and voice-activated tech - all connected around the clock to a call centre which responds 24/7 when devices are triggered.

Our service has given peace of mind to people like Northamptonshire mum of two Katie Paine. She had door sensors installed to alert her when son Stephen, six, tries to leave the house - which he did last year, triggering a police search.

She said: "He got out and walked a mile, barefoot and bare-chested, just in a pair of shorts. The police were out, they sent a helicopter. It was quite serious."

It was the final straw for Katie, who happened to see an advert for the Beep Assist service and had door alarms fitted by the team.

She added: "Now, if a door is opened I know straight away and, if needs be, I can go and get Stephen. It's peace of mind in knowing that if the alarm goes off someone's out that door and I know what he's up to."

“ it is our personal touch and putting customers at the heart of what we do which sets us apart.

Beep Assist's range of technology can help people with a range of challenges, from mobility and dementia, to autism and ADHD.

Suki Jandu, Group Director of Customer Experience at Futures, said: "We're excited to launch Beep Assist. Although it is very much about harnessing technology to improve lives, it is our personal touch and putting customers at the heart of what we do which sets us apart."

Beep Assist operates across the East Midlands and currently serves more than 3,000 customers. Discover more about how Beep Assist can help you, visit www.beep-assist.co.uk or email hello@beep-assist.co.uk.

Our biggest-ever refinancing deal

Futures successfully secured £310m to help us deliver around 1,200 new homes as part of our ambitious growth plan.

A total of £110m funding was secured from banks with the remaining £200m coming from the public bond market.

“ The level of investment also reflects our ambition and our vision to develop more new homes while making savings and improving performance.

Senior staff delivered a presentation to a series of potential investors and attracted interest from more than 40 of them.

The 25-year bond, issued directly by Futures, had an assigned Standard & Poor credit rating of A+, with negative outlook - reflecting the outlook on the UK.

The new funding will help support the Group's £170m development programme which aims to deliver 1,200 homes over and above our current corporate plan target of 1,000. The remaining funding will be used to restructure the Group's existing debt.

Due to strong demand for the bond, with around £900m tabled from 40 potential funders, the price and interest level was lowered, creating a competitive rate for the Group.

Lindsey Williams, Futures Housing Group's Chief Executive, said: "This investment in Futures reflected everyone's hard work across the organisation which has created an agile, effective and efficient business. It has also positioned us for further growth and more partnerships.

"The level of investment also reflects our ambition and our vision to develop more new homes while making savings and improving performance."



Developing more homes.

The East Midlands needs 25,000 more homes in the next five years to keep up with demand. This means our development programme has never been more important.

We are driven by a desire to create great places and give customers greater choice by providing more types of homes and tenures than ever before.

Last year we invested £60m, acquired 470 homes, completed 230 new homes - a new company record - and delivered several regeneration projects. These include:

- transforming a former miners' welfare club in Leabrooks into 58 homes in partnership with Engie
- revamping a former industrial site in Eastwood into 11 new homes in partnership with Sturdy Construction
- transforming an old Victorian Mill in Ilkeston into 37 stunning, unique apartments in partnership with developers 8BUK.

We also secured our largest-ever section 106 acquisition to deliver 57 new homes in Mickleover, Derby, as well as creating 17 new homes in Castle Donington, Leicestershire - both in partnership with Miller Homes.

In Northamptonshire we have approved three sites that will deliver 150 new homes for the area over the next 12 months.

As we increased our development activity, we've also expanded our footprint throughout the region and now work in 23 local authority areas.

Our vital statistics

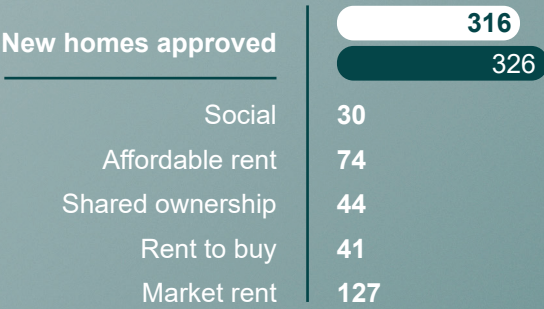
2018/19

2017/18

Cash invested in new homes: £60m



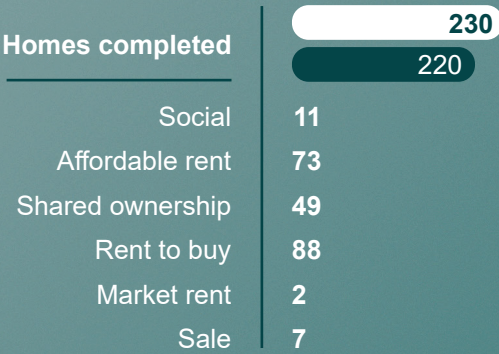
New homes approved



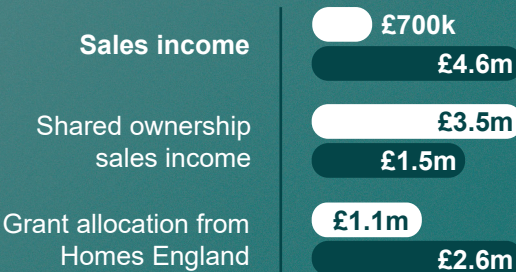
Starts on site



Homes completed



Sales income



Homes we built in 2018/19

- Carlyle Road, Stonebroom

24 affordable rent
- Outseats Farm, Alfreton

6 social rent
- Eachwell Lanem Alfreton

5 social rent
- Greenhill Lane, Leabrooks

5 affordable rent
4 shared ownership
3 sale
- Heanor Road, Smalley

10 affordable rent
6 shared ownership
2 sale
- Great Northern Road, Eastwood

5 shared ownership
6 market rent
- Walker Street, Eastwood

10 shared ownership
6 market rent
- Loscoe, Heanor

8 market rent
- Butchers Arms

5 market rent
- Rutland Mill, Ilkeston

37 market rent
- Cambridge House, Stapleford

26 market rent
- Jawbone Lane, Melbourne

7 affordable rent
3 shared ownership
- Woodcock Way, Ashby

5 shared ownership
- Harborough Road, East Farndon

2 affordable rent
- Harborough Road, Great Oxendon

2 open market sale
- Monksmoor, Daventry P4

8 social & affordable rent
3 shared ownership
- Monksmoor, Daventry P2

8 shared ownership
- 10 Hawkins Close, Daventry

1 affordable rent
- 18 Frobisher Close, Daventry

1 affordable rent
- 170 Admirals Way, Daventry

1 affordable rent
- The Medway, Daventry

2 affordable rent
- 16 Drake Close, Daventry

1 affordable rent
- 18 Dee Walk, Daventry

1 affordable rent
- Pound Lane, Badby

2 open market sale
- Sandy Hill Lane, Moulton

4 affordable rent
1 shared ownership
- Manor Road, Moulton

5 affordable rent
- Gorse Road, Woodford Halse

1 affordable rent

Homes we will complete in 2019/20

- Denby Bottles, Waingroves

32 sale
13 rent to buy
9 shared ownership
- Holborn View, Codnor

3 affordable rent
4 shared ownership
- Deer Park, Ripley

5 rent to buy
5 shared ownership
- Greenhill Lane, Leabrooks

22 affordable rent
2 shared ownership
22 sale
- Castle Donnington (Miller)

17 affordable rent
- Foxbridge Manor, Castle Donnington

4 affordable rent
- Hackworth Farm, Mickleover (phase 1)

15 affordable rent
- Hackworth Farm, Mickleover (phase 2)

10 affordable rent
4 shared ownership
- Abbey Court, Mickleover

15 market rent
- Lathkill Street, Ashbourne

4 shared ownership
7 rent to buy
- Baily Grove, Eastwood

6 affordable rent
2 shared ownership
9 rent to buy
- The Maltings, Kimberly

9 market rent
- Hallam Road, Mapperley

7 market rent
- Redwood Cresent, Beeston

4 rent to buy
- Upton, Northamptonshire

17 market rent
- Tennis Club, Heanor

2 shared ownership
3 rent to buy
- Coppice Drive, Heanor

2 affordable rent
- Lower Gladstone Street, Heanor

4 affordable rent
- Smalley Manor, Heanor

5 rent to buy
5 shared ownership
- Rutland Mill, Ilkeston (phase 2)

6 rent to buy
6 shared ownership
- Bath Street

7 affordable rent
4 market rent
- Keepers Farm, Blaby

5 affordable rent
1 shared ownership
- Moreacre Road, Bolsover

3 rent to buy
- Mansfield Road, Tibshelf

5 affordable rent
- Street Properties, Daventry

6 affordable rent
- Gamekeepers Way, Daventry

1 affordable rent
1 shared ownership
- 21 Preston Avenue, Ripley

1 affordable rent
- Butchers Arms, Heanor

1 market rent
- Sandy Hill Lane, Moulton

2 affordable rent
2 shared ownership

Development showcase 2018/19



Rutland Mill, Ilkeston

37 market rent apartments
£3.3m contract value
In partnership with 8BUK

A photograph of a modern, two-story brick house with a white front door and a small garden, identified as The Oakes in Leabrooks.

The Oakes, Leabrooks

58 homes
27 affordable rent
25 open market sale
6 shared ownership
£6m contract value
In partnership with Engie Regeneration Ltd



Castle Donington, Leicestershire

17 homes
12 affordable
5 shared ownership
£1.7m contract value
In partnership with Miller Homes PLC

A photograph of a modern, two-story brick house with a white front door and a small garden, identified as Hackwood Farm in Mickleover, Derby.

Hackwood Farm, Mickleover, Derby

57 homes
31 affordable rent
14 social rent
12 shared ownership
£6.8m contract value
In partnership with Miller Homes PLC



Welford Road, Daventry

41 homes
10 affordable rent
15 shared ownership
16 rent to buy
£4.9m contract value
In partnership with Taylor French Developments Ltd



Shared ownership opens doors for happy couple

When Beth and Tamas needed a place to call home, they couldn't believe their luck when they found a brand new property at a price they could afford.

Beth Wasley, 21, and Tamas Kornokovits, 24, lived with Beth's parents for 18 months after he moved to the UK from Germany to be with her.

“ We knew it was for us the moment we saw it.

When the couple knew it was time to move on and started looking for a home on Rightmove, they didn't expect to find something so perfect, so quickly.

“We didn't even look at other house - we knew it was for us the moment we saw it,” said Beth, a jewellery merchandiser.

“Buying was something we were thinking of for much later down the line. But when we saw this, and looked into shared ownership, we made it happen.”

They moved into the newly built, two-bed semi-detached house in Yew Tree Close, Smalley, in March 2019 having bought a 50% share of the property.

Beth says it is the perfect start to a new life for the couple, who met online and bonded over music and TV shows when Tamas, a floor layer, was living in his native Germany.

Beth said: “I went and stayed with him for a few months and then he came over and so we decided to make it more permanent.

“The new house has given us everything we wanted. We both work all over the place so the location is really handy for getting to where we need to be for our jobs.

“We feel really lucky because shared ownership has meant that we can afford to buy. I think shared ownership is perfect for people like us.

“It is affordable and, if we want to, we can buy more of a share. It's definitely worked in our favour.”

Find out more about shared ownership homes throughout the East Midlands at www.limehouselife.co.uk.

Our biggest stock acquisition since 2007

We secured our biggest stock acquisition in more than a decade when we added 470 homes to our growing housing stock following a deal with Notting Hill Genesis.

Most of the homes are in Northamptonshire, where we already manage more than 3,000 properties. This newly acquired stock helped to expand our portfolio to 10,000 homes - a 5% increase.

“ This deal was a real statement of our ambition to grow and thrive as a major player and voice for social housing in the East Midlands.

The homes are around 10 years old and a mix of general needs, shared ownership, intermediate, supported housing and associated offices.

For the first time, Futures is operating in the centre of Northampton where we now own a mixture of apartments and homes. We also significantly expanded our shared ownership portfolio and are now working to improve services to customers in those areas.

Marcus Keys, Group Director of Business Growth & Transformation, said: “This deal was a real statement of our ambition to grow and thrive as a major player and voice for social housing in the East Midlands.

“It was the biggest acquisition since we brought Daventry District Council's 3,000 housing stock on board in 2007 and demonstrates our potential as a great partner to do business with.

“This is a truly exciting time for Futures. We're acquiring stock, striking up new partnerships, delivering better services and we're on course to develop more than 1,000 brand new homes by 2020 to help tackle the housing crisis.”



Working with customers.

We have an ethos of striving to create effortless experiences for our customers. That means shaping services to be as efficient as possible to make it easy for people to do business with us.

Our services are nationally recognised, especially when it comes to providing money advice, working with customers to get into training, supporting domestic abuse survivors and investing in homes and services.

We hosted The Rt Hon James Brokenshire MP, Secretary of State for Housing, at the Midlands launch of the Voluntary Right To Buy pilot. He met customers and heard their views on the housing crisis.

Our expert money advisers also helped customers to save thousands of pounds so they could escape the confines of debt through one-to-one advice and a new affordability calculator.

We made steps towards making it easier for our customers to make their voices heard by revamping our Insight Group and pledged our

support for the national Make A Stand campaign, training our front line staff to spot the signs of domestic abuse so that we can get help earlier to the people who need it most.

We also invest in our homes to create great places. In 2018/19 we spent £300,000 to install a new lift for older residents in Stephenson Court, Daventry. We invested £3.12 million in 125 new kitchens, 81 new bathrooms, 460 new boilers, 889 new windows and 233 new roofs as well as providing a repairs service which ensured that our homes are comfortable and safe for our customers.

We continue to put customer safety at the heart of everything we do, with 100% gas compliance certification and a more detailed review and training programme instigated during the year for installing and maintaining fire doors.

Our vital statistics

2018/19

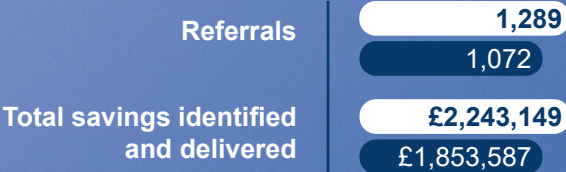
2017/18



MyAccount



Money advice service



Customer services



Gateways

244 customers supported since the service launched in 2016

1,232 job skills sessions held since launch

87 customers helped into work since launch

£1:£3.31 social return on investment



I turned my life around; you can too

Daniel Morris felt that his life was unravelling after his dad and then his best friend died within months of each other. He was unemployed, depressed, lonely and desperate.

He called Futures for help and was referred to Futures Gateways. That's when his life began to turn around.

Gateways works with customers and empowers them to learn vital job skills such as CV writing and interview techniques. It also boosts their confidence so that they can get into work or new jobs and improve their quality of life.

“If you're determined to make yourself better you can do it.”

Daniel, 36, of Belper, Derbyshire, said: “When I first moved into my new home, I isolated myself and became very lonely. I called Futures and explained how I was feeling and spoke to the guys at Gateways. They've helped me do CVs, helped

me find work and encouraged me. In March 2019 I started as a forklift driver and have been doing that ever since. I've now got money, I've grown more confident.

“If you're determined to make yourself better you can do it. If you have suffered from depression, you can beat it. I've beaten it. I hope my story can help other people.”

Jennifer Jackson, Employability Officer, said: “Daniel's story is an important one. It shows how we work with and encourage customers to build their confidence, learn new skills and then unlock their potential.

“It's all about helping people to live a better quality of life by learning new skills, accessing training to improve their employment options, or through contributing to the community.

“We're so pleased that Daniel has turned his life around. It's a credit to him for reaching out even though he was so feeling so low.”

Single mum saved from debt trap by Futures money advisers

Money-saving superstars from Futures helped to rescue a customer from debt after securing council cash.

Zowie Collett was drowning in debt after a relationship breakdown left her struggling to support her family and find full-time work.

“It felt like a weight had suddenly been lifted off my shoulders.”

The single mum, from Amber Valley, Derbyshire, was then left unable to pay her rent - until the Money Advice Team from Futures stepped in and helped her to apply for Discretionary Housing Payments from Amber Valley Borough Council.

She was awarded £2,731 which cleared her outstanding arrears. She was also given budgeting advice and referred to Futures Gateways, our employability service.

Zowie said: “It felt like a weight had suddenly been lifted off my shoulders, and I will admit I cried tears of happiness. I am still and always will be so grateful for all the support and help I was given.”

Zowie was identified as struggling through Futures' Rent Arrears Project, in which money advisers proactively contact customers who need support, without a lengthy referral process.

Suki Jandu, Futures' Group Director of Customer Experience, said: “Although the project is relatively new, it's been great to see what a huge impact it's had on our customers' ability to sustain their tenancies, avoid eviction and know they have somewhere to turn to.

“Already the project has gained more than £99,000 additional income through Discretionary Housing Payments, charities and additional benefits and I believe we will be helping many more customers in the future.”



A people-powered business.

Our people are the heartbeat of Futures Housing Group. It is vital that we support them to develop so that we can continue to grow and enhance our services.

We helped nine apprentices to kickstart their careers and invested £100,000 in our unique Leadership Academy which helped 39 people to develop adaptive leadership skills in the business last year.

Our motto is ‘work is a thing you do, not a place you go’. To live and breathe it, we invested in a new, contemporary ‘touchdown point’ where teams working closely in communities can drop in, do some work, meet with colleagues and then head back out to meet customers.

As a result of our investment and commitment to staff, we achieved Investors in People Gold status for the first time and our latest staff engagement scores reflect our ambition of being a great employer.

And our big-hearted people gave back too. We raised thousands of pounds for local and national charities last year through several fundraising activities. These included Movember, our Match Funding programme, Christmas donations of a ton of food to local food banks, running, baking and believing in doing good.

Our vital statistics

2018/19

2017/18



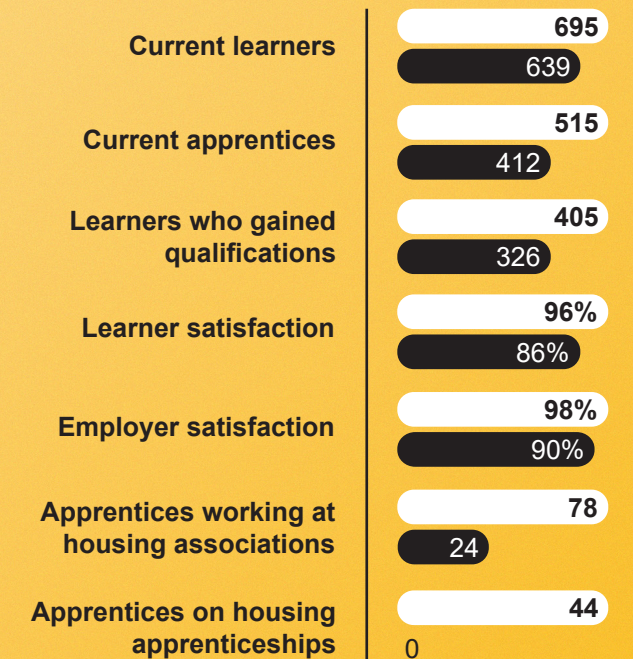
Leadership Academy

91 staff have been through our Leadership Academy development programme since it was launched in 2016

We invested £210,000 in training and development in 2018/19 (including Leadership Academy)



Access Training



Staff engagement





New office boosts agile working

We are embedding a culture of agile working at Futures where ‘work is a thing you do, not a place you go’. We trust and empower our people to go where they do their best work.

“We’ve invested in great technology so that staff can do most tasks without needing an office.

Most of the time, that means teams visiting customers in their homes. But when important or confidential work needs to be done, our contemporary touchdown points come into play.

Last year, we launched two touchdown points in Northamptonshire. Because they’ve been so successful we opened one in Alfreton, Derbyshire too.

Lindsey Williams, the Group’s Chief Executive, said: “For Futures, agile working means the ability for staff to perform no matter where they are. We’ve invested in great technology so that staff can do most tasks without needing an office.

“But there are times when people need to work in private and our touchdown points provide the perfect setting for teams from across our organisation to drop in, do what they need to do and get back out to work with our customers.

“As a result of working like this, we’re delivering better value for money for our customers by cutting office costs and increasing our visibility in communities. We’re also meeting the needs of our people who have a greater work / life balance which means that we see greater productivity.”

Apprentices make their mark

We are committed to developing talent and have seen a wave of young colleagues complete a new customer services apprenticeship qualification.

Trailblazing duo Lois Statham and Lauren Wheatcroft were among the first in the country to complete the new qualification, making way for three more apprentices to follow suit with four out of the five passing with distinction.

“It’s given me confidence and motivation to see what else I can take on within the business.

Lois, 18, from Swanwick, Derbyshire, said: “I feel like all my hard work has paid off in passing the apprenticeship. It’s motivated me to see what else I can do in the future. An apprenticeship in customer services has given me so much more confidence and skills that will help me both in and out of work.”

Lauren, 18 and from Belper, said: “I’m very happy and proud of myself for achieving not only a pass

but a distinction. It’s given me confidence and motivation to see what else I can take on within the business.”

Ian Skipp, Group Director of Finance and Resources, said: “As a business, we’re so proud of our talented apprentices and are committed to providing opportunities which help people to grow and flourish. Embedding these skills in teams early means that we can improve what we do for our customers and our partners in the long term.”

Corrina Hembury, Managing Director of Access Training, said: “We are delighted that the hard work of these apprentices has been recognised and it demonstrates the success of a true partnership approach.

“Access Training works closely with employers like Futures to make sure that apprentices develop the right skills and knowledge to support their customers. These fantastic results show how effective that approach is.”



Getting recognised.

Our driving passion is to provide great places, great services and to inspire people to improve - whether that's our staff, our customers and even our partners.

While delivering high performing, value for money services is paramount to us, it is great to get recognition along the way. In 2018/19, we made headlines for our people, services, achievements and commitment to improving our performance.

Our procurement team beat the odds to be crowned Team of the Year at the national GO Procurement Awards - beating much larger organisations.

We were also shortlisted in several national awards, including the Investors in People Awards, UK Housing Awards for campaign of the year and landlord of the year. We made the PR Week Awards shortlist for best internal communications campaign.

In addition, we also made 24housing magazine's Top 50 landlords list for the third successive year, Inside Housing magazine's Top 50 Biggest Builders 2019 list and were named as one of Derbyshire's top 100 companies.

It's been another year where Futures has made its mark.



Procurement Team

Winners: Team of the Year at the UK GO Procurement Awards

Highly commended: Leading Procurement Practice at the UK GO Procurement Awards



Development Team

Shortlisted: Amelia Norton, Development Officer, in 24Housing magazine's Top 20 Young Leaders Awards



Communications

Highly commended: Campaign of the Year at the UK Housing Awards

Shortlisted: Internal Communications and Employee Engagement category at the PR Week Awards



Governance

Shortlisted: Team of the Year at the Women In Housing Awards



Independent Living

Accredited: Quality Standards Accreditation from the Technology Enabled Care Services Association (TSA)



General

Shortlisted: Investors in People Awards Gold Employer of the year 250+ category

Shortlisted: Landlord of the Year at the UK Housing Awards

Top 100 Derbyshire businesses: Derby Telegraph and University of Derby research

Top 15 UK landlords: 24housing magazine's Top 50 list



Top team punches above its weight to land award

Our Procurement Team scooped the title of ‘Team of the year’ at the national Go Procurement Awards.

We beat teams from organisations including NHS Wales, Northern Ireland Water and Kent and Essex Police and the team was recognised for the creative way procurement rules are explained to our contractors and staff.

“To be crowned the best in the procurement business is no mean feat and something I am truly proud of.”

The team used a Donald Trump impersonator to deliver a procurement constitution, and produced a Barry White-style video of ten ‘tender tips’ to help colleagues to better understand how to get best value from contracts and make the best use of our budgets.

John Thornhill, Procurement and Contracts Manager, said: “To be crowned the best in the procurement business is no mean feat and something I am truly proud of.

“We’re a small team and we work hard to ensure that what can be a dry subject is easy to understand. This not only means that we secure the best results for our customers, but supports the local community.”

The UK National GO Awards recognise public sector procurement excellence, celebrate the role public, private and third sector organisations play in supporting the delivery of public services and are the benchmark by which progress in public sector commissioning is measured.

Futures was among 130 finalists at the awards, with further recognition as the team was also highly commended in the GO Leading Procurement Practice category for work to make it even easier for small and medium-sized contractors to do business with us.

To find out more about procurement opportunities with Futures Housing Group visit www.procuringourfutures.co.uk.

Meet one of the brightest talents in the sector

Talented Futures development officer Amelia Norton made it to the final 20 of a prestigious awards scheme which recognises the sector’s brightest young talents.

“This is a great opportunity for me and for Futures, which took the step to invest in me and promote me.”

Amelia, 25, made it to the final of 24Housing magazine’s Young Leader awards in recognition of her progress at Futures which has seen her go from graduate to a fully-fledged development officer managing multi-million-pound projects.

Amelia said: “It’s really nice to have a thank you through something like this, recognition for your work and a reminder of the things you may have forgotten you did.

“This is a great opportunity for me and for Futures, which took the step to invest in me and promote me. I think I’m going to be an accidental careerist. I like to try new things; I never considered housing before I started at Futures.

“I’m committed to making a positive change and any opportunity to inspire others is really what I want to do. So the chance to go forward and potentially inspire someone else as a 24 Housing Young Leader would help me to do this.”

Amelia joined Futures as a graduate and through her hard work, shining example and achievements has risen through the ranks.

Helen Brown, New Business Manager at Futures said: “Amelia is the perfect example of a young person who has absolutely made the most of the opportunities she has been given at Futures.

“Since joining the development team, she has shown great initiative and work-ethic to seamlessly fit in with our organisation and our vision for continued growth and providing great homes for our customers.

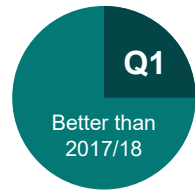
“I have been really impressed by her progress so far and look forward to seeing what she will achieve in the future.”

Find out more about careers with Futures at www.futurescareers.co.uk.

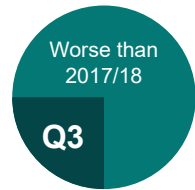


Our performance.

Voids & lettings



Average re-let time

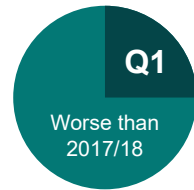


Void loss %

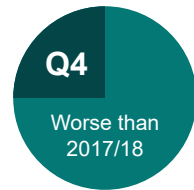


Tenancy turnover

Rent collection & arrears



Current tenant arrears %



Former tenant rent arrears %



Write-offs %

Responsive repairs & void works



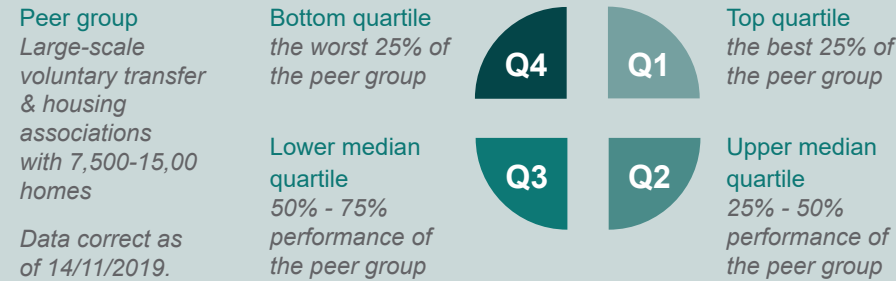
Average days to complete repairs



% of repairs completed at first visit



Responsive repairs per property



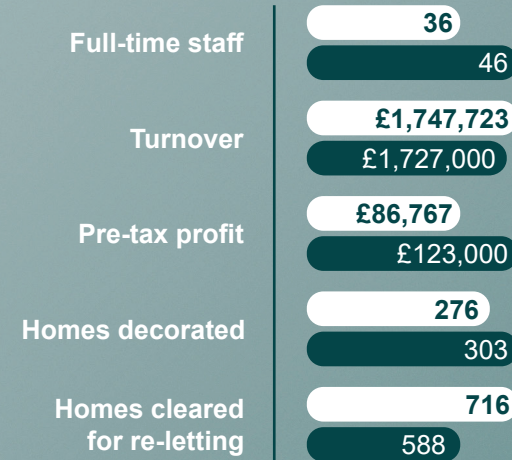
Our vital statistics

2018/19

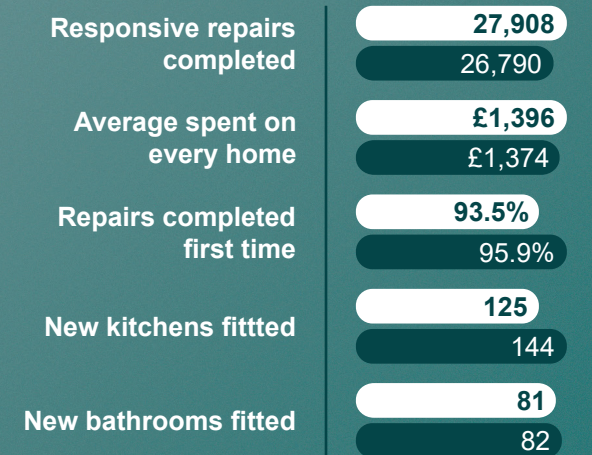
2017/18



Greenscape



Repairs & Asset Management



460 new boilers

889 new windows

233 new roofs

4,855 gas services completed

100% gas compliance

Looking ahead.



Ambitious future.

In 2019/20 we aim to:

- Seek out opportunities for further business growth including joint venture opportunities and partnership working.
- Finalise plans for a new geographically central office to prepare for business growth.
- Promote agile working to reduce office and recruitment costs.
- Enhance our ability to retain key staff and succession planning for key roles.



Great places.

In 2019/20 we aim to:

- Deliver reinvestment and replacement works to 900 homes.
- Re-let 100% of void properties within an average of 20 days.
- Change use of poor performing assets to make better social returns.
- Support more SME contractors and local supply chain partners.
- Target 10% of our workforce being an apprentice, trainee or graduate and 25% of all vacancies are filled internally



Strong organisation.

In 2019/20 we aim to:

- Achieve a target operating margin of 31% (ahead of sector average).
- Maintain 80% employee engagement rate.
- Maintain our Investors In People Gold standard.
- Increase income from property sales to £6.4m.
- £225k investment in new staff posts.
- £523k investment in new posts for our repairs academy.
- Reduce average rent arrears to £300 per customer.
- Recover £65k of former customer arrears.
- Further development of our digital strategy.
- Maintain our G1 V1 status.



Effortless customer experience.

In 2019/20 we aim to:

- Continue our transformation programme.
- Reduce demand on phone and email resources by 10%.
- Move 20% of high dependency customers to digital channels.
- Increase the use of digital self serve through My Account.
- Reduce repeat phone calls by 10% to enable pro-active customer service.
- Ensure 20% of Money Advice customers stay out of rent arrears.
- Enable 5% of Money Advice customers to receive discretionary housing payments to support their arrears
- Ensure 95% of starter tenancies are converted to assured tenancies after 12 months.
- Reduce legal costs by 20% through effective case management.

Futures Housing Group

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