

ABILITY ANNUAL REPORT

2021-22

Promoting Independent Living



Contents

| | |
|-------|--------------------------|
| 2 | Welcome, by Jeff Skipp |
| 3 | A Message from the Chair |
| 4 | Housing |
| 5 | Performance KPIs |
| 6/7 | Customer Panel |
| 8/9 | Customer Case Studies |
| 10 | Care & Support overview |
| 11 | Tackling staff shortages |
| 12/13 | Our plans for the future |
| 14/15 | Financial overview |

Welcome by Jeff Skipp, CEO

Ability is committed to working with our residents to ensure we deliver high-quality homes and support across all our services. Over the past 12 months we have made sure we understand your views and wishes, making it simpler for you to communicate with us and ensuring we act upon your feedback to improve the services we offer.

The relaunch of our call centre in May has increased the types of queries we can deal with. This one-stop approach allows customers to discuss with us not only repairs, but also housing management queries, rents and any other matters they want help or support with. On the occasions our call centre is not able to resolve a query directly, it is passed to the local Housing & Support Officer, who will contact and meet with the resident to support and achieve a successful outcome.

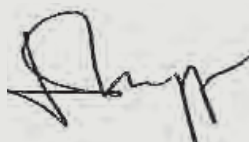
During the year every resident has been visited by a Housing & Support Officer, with a property MOT undertaken at every home to identify and resolve any property issues. In addition, an intensive housing management plan has been developed with every resident that wants one, identifying and agreeing the specific areas residents want support with and how often they want and need to see their Housing & Support Officer. We have introduced these plans to make sure we know and understand the needs and wishes of our residents and can tailor our services individually.

Meanwhile, we have widened the scope and recruited new members to our customer panel, which will become increasingly involved in policy development and scrutiny of Ability's strategy

and how it is implemented. The panel will be consulted on proposed strategies, policies and our performance in relation to repairs and maintenance and our housing management service, making sure that our current and future service offer is focussed on our residents and helps people maintain an independent life.

Our focus on tailoring our services to meet the needs of individuals has been embraced within Care & Support. During the year, we have implemented new support planning and risk assessment procedures focussed on co-production, with the customer at the core of the service we deliver. We have improved our quality monitoring processes to ensure the services we deliver are high quality and the service customers receive reflects their needs.

In achieving all this, we are indebted to our colleagues who across the organisation have driven a personalised approach in Housing and Care & Support, placing the resident at the centre of everything we do. Their dedication, commitment and hard work has been at the heart of the positive progress we have made.



Yours sincerely

Jeff Skipp, CEO



A message from the Chair



During the year we have focussed on developing and delivering our future plans, which have three key themes at their heart:

- Listening to our residents and understanding what is important to them, delivering high-quality services that are based on their needs and wishes.
- Knowing our properties and ensuring each home is well maintained, providing quality homes and neighbourhoods for our residents to live in.
- Being a learning organisation, understanding our data fully; knowing our successes and what works well; and identifying and quickly improving areas when they are not working so well.

We have begun to implement our Care & Support strategy, aiming to deliver high-quality care and support to our customers, working with each individual, to understand their wishes and aspirations and co-produce the service they want.

A key component of this strategy, which is essential for our future success, is the recruitment and retention of staff - because we need great staff to deliver great services.

We know that there is a national workforce shortage in social care, so to attract and retain the right staff, Ability has to be an employer of choice who develops and invests in its workforce,

while offering competitive terms and conditions. We have invested in our HR team, reviewed and improved our recruitment processes, and monitored and reviewed our staff retention.

We have sought to engage staff better, with regular virtual staff briefings, staff surveys, and greater opportunities for them to get involved in the development of services and the organisation. We will continue to focus on our people over the coming year, seeking to improve engagement further, and to listen and engage our team. They are our most valuable assets, who make a difference to our customers every day.

Over the next 12 months we want to grow our Care & Support services, extending our organisational reach and increasing the number of people we serve. We will be partnering with local authorities to grow the number of supported living services we manage, which is important both to increase the opportunities for people with a disability in the areas we operate, and to increase our financial revenue.

Social care is a low-margin, high-volume business, so our growth strategy is aimed at increasing our financial resilience, increasing the number of people we can support and increasing our surplus, so we have more to reinvest back into the services we deliver.

Within Housing we have implemented the first phase of our customer strategy, most notably taking our call centre in house, which is helping

us get closer to tenants and resolve any issues quickly. There is an article in this report about the service the call centre offers.

During the year we also re-tendered our maintenance contract in London and the south-east. We did this to improve the repairs service provided to residents and ensure our maintenance services were efficient and effective, and delivered value for money. Having successfully mobilised this contract residents should see further improvements in the repair service they experience over the coming year.

We have made considerable progress during another challenging year, continually improving and developing our services. This will continue to be our focus into the future - and it is only by working in partnership with our residents that we can deliver services which truly meet your needs.

Sally Reay (Chair)

Ability Positive values: at the heart of everything we do!

We work to our Ability Positive values and provide some excellent support across our services. We are working at improving how we record the great outcomes some of the people we support have achieved – and to celebrate their success whenever we can.



Case studies bring to life the impact we can have on individuals' lives and we want to be able to celebrate and promote these successes showcasing the achievements our customers

and residents make and the positive difference Ability can and does make to the people we serve.

Housing

Ability Housing owns and manages 656 properties (plus some office accommodation) across 31 local authority areas in London and the South East, from Hastings to Bournemouth and Essex to Oxfordshire.

The launch of the in-house call centre at Ability in May of this year significantly expands Ability's offer, giving customers a single point of contact for resolving any queries they might have.

To support this, the Pyramid Housing System has further developed with the implementation of the property and repairs module for logging and raising all repairs. This has allowed access to historic data on repairs and up-to-date information on open repairs, improved workflows, and has greatly enhanced our repairs and maintenance offer.

We also introduced new technology within our contact centre, allowing us to receive and respond to digital communications such as WhatsApp, and send and receive text messages directly to and from customers.

The Contact Centre launch was also used to introduce our Customer Strategy to our customers, and our five customer commitments, customer offer and customer standards, were publicised in our customer magazine, Ability News.

During this financial year we also introduced a new contractor to deliver our repairs and maintenance service, following a tendering process. This contract started in March, and we focused on its roll out throughout the year.

Meanwhile, within our planned maintenance programme, four kitchens and one bathroom replacement were completed, four heating systems were upgraded and twenty four new boilers were installed.

Customers were involved in the selection of the kitchen features. They were consulted and kept informed by our Property Services Team and provided reports of high levels of satisfaction both during and on completion of the works.

Managing Quality

Ability has introduced additional quality measures in Housing to assure the quality of its services and delivery of the Customer Strategy.

This is underpinned by our five customer commitments:

- We will communicate well and resolve problems.
- We will ensure the good state of your home.
- We will provide a supportive, proactive, and responsive Housing Management service.
- We will have meaningful engagement with our customers.
- We will provide a supportive and personalised service to our customers.



To measure quality, we have implemented the following:

- Revised our housing management structure, adding a new team leader role, increasing our capacity to carry out quality audits of our housing management services.
- Completed Intensive Housing Management Plans with all our customers, to provide a personalised and supportive service to our customers.
- Annual tenancy audits, meaning we have accurate and up-to-date information on our customers and properties.
- Measurement of estate inspections against our defined standards, with deviations from standard highlighted and rectified.
- Production of monthly KPIs by Ability's Housing and Property teams. These are submitted by officers, verified by operational managers, and discussed with the Operations Director. This allows any concerns or trends to be identified in the data, and responsive action taken as a result. The figures are presented to SMT monthly, and to the Board quarterly, for review and discussion.
- A monthly directorate review of complaints learnings to embed these learnings in service delivery.
- A fortnightly voids and lettings meeting is held by operational leads within Ability to evaluate the process. This helps speed up the process of letting a void and has seen an improvement in our void turnaround performance as a result.
- Completing Repairs Satisfaction Surveys on all completed repairs with our customers. These are included in our KPI reporting (see following page).



99.5%
Electrical certificates



98.6%
Gas Safety certificates



42
Number of properties let



76
Number of reports of
antisocial behaviour



**PERFORMANCE
KPIs**



3772
Number of
completed repairs



60%
HSO estate inspections

COMPLIMENTS AND COMPLAINTS

63 complaints and
158 compliments logged
in the period October 2021-
September 2022

5 of these were informal,
54 were dealt with at stage 1 and
4 were dealt with at stage 2



98.7%
Overall compliance



91.6%
Repairs satisfaction



2611
Number of calls received in contact
centre (from May 2022)



92.2%
Number of calls resolved
on first contact

Customer Panel Membership

We expanded Ability's Customer Panel to five with a new member in December 2022. It meets every other month, but recruitment and attendance continue to be a challenge. Housing & Support Officers are running a recruitment drive to diversify and increase membership of the Panel.

Meetings

We asked for feedback from Panel members who said that a combination of in person and online meetings would make them feel more involved. Therefore, going forward, the location of meetings will rotate between The Coach House or another Ability office close to the Panel, with those who cannot travel joining on a Teams call.

Consultation

In 2022, we involved and consulted customers about the new Contact Centre and how we are performing.

We asked our Panel if they would like to give feedback about our customer correspondence. We agreed that they will be able to comment on the final draft of Ability News before it is sent out.

Accessibility to our services is important to us and our Panel are fully supportive of our approach to ensuring our communications can be accessed by all customers – and ensuring they are in plain English, and in an “Easy Read” format when required.

The Panel gave a positive response to Ability's Hardship Fund and Cost of Living project team and the proposed Warm Hubs. Members have also agreed to help measure our repairs feedback and with satisfaction calls after repairs have been carried out.

Complaints

We will be sharing the outcome of complaints with the Panel, in line with Tenant Satisfaction Measures (TSMs) to be introduced in April 2023. A redacted version of complaints, lessons learned and how improvements will be embedded will be shared and discussed with them. Their comments will be fed back to the Board.

Targeted Feedback

In addition to Customer Panel, we have introduced targeted customer involvement after service recovery or project work. This focusses on specific issues customers are interested in, and is carried out in a variety of ways, including online, questionnaire surveys, and in person meetings.

More importantly, we can measure feedback and demonstrate continuous improvement by asking questions based on complaints and/or areas of concern previously raised. We have planned targeted customer involvement in Summers Close, moving onto Mason Close and Staldon Road.

Training and Skills Development

We can access the Apprenticeship Levy for involved customers to undertake relevant training, which we are exploring with our newest Panel member. Meanwhile, all members of the Panel have expressed an interest in visiting other schemes and this will be arranged in 2023.

TPAS also offer a training programme for involved customers and the Panel are keen to attend this. We will be actively promoting TPAS events, most of which can be attended virtually - so our Panel can learn as their involvement increases.

CUSTOMER PANEL SCHEDULED MEETINGS:

- 2 March 2023
- 23 August 2023
- 3 May 2023
- 18 October 2023
- 28 June 2023
- 3 December 2023



| ACTION | WHO | DEADLINE |
|---|--|----------------|
| • Introduction and overview of Tenant Satisfaction Measures | Housing Services Manager and all Panel members | End March 2023 |
| • Repairs and maintenance services letter to all residents | Input from Panel | End March 2023 |
| • Complaints scrutiny – sharing of lessons learned and improvements | Housing Services Manager and Panel | April 2023 |
| • Customer survey of Summers Close after service recovery project | Housing Services Manager | End May 2023 |
| • Review of training available to Panel for discussion at May Panel meeting | Housing Services Manager | 3 May 2023 |

Customer Case Studies

Managing a diabetes diagnosis



AG lives with four others in a shared house in Woking. She has a diagnosis of learning disability and Williams Syndrome and at times experiences anxiety associated with food.

As a result, she was only eating foods she was familiar with, which were high in carbohydrates. She was reluctant to eat fruit and vegetables.

Her weight became a concern, and she became tired and unmotivated. Blood tests at her GP's surgery revealed she was pre-diabetic and was classed as obese.

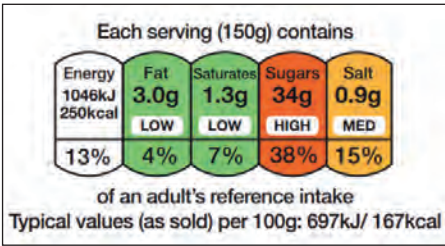
Her support team discussed the benefits of healthy eating with her and shared an easy read handout of healthy eating options.

Despite this, AG was anxious and distressed after receiving the diagnosis from her GP.

Her support team reassured her that her diagnosed condition could be managed with healthy eating and exercise. They researched and

shared further information about how to manage her diabetes with her, in a format she understood.

The team supported AG and ensured she understood the different food types, explaining how healthy eating options could be identified by the traffic light system on food packaging.



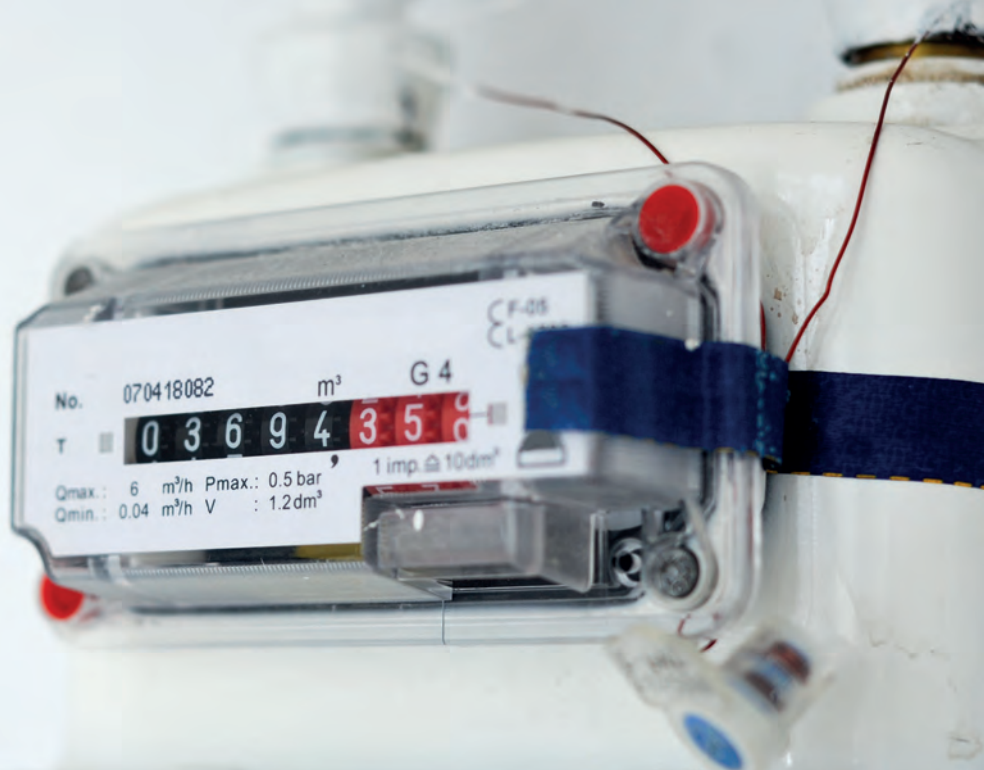
They encouraged her to increase her daily walk to places of interest in the community, such as the park, shops, woodlands, and by the river. They also introduced her to sample taster foods, and new healthy options, encouraging her to share her favourites.

AG was supported to enrol on X-PERT Health Diabetes, a six-week government programme which increases knowledge and understanding of diabetes and helps people make lifestyle choices to manage their blood glucose levels more effectively. After attending the course, she was given a reference manual which her support team discuss with her and extract important information from to put into an easily understandable format.

AG is supported weekly to design a meal planner and to make a shopping list of healthy food options which she enjoys.

The support provided has helped to reduce the risk of type 2 diabetes and means she no longer needs to be medicated to manage this. It has raised her awareness of diabetes and how food choices impact on the condition and increased her understanding that some foods can be both healthy and tasty.

Her weight loss is still going well.



Beccy's work with HD

Beccy is one of Ability Housing Association's Housing & Support Officers, usually covering the Reading area. However, due to staff vacancy, she has also supported HD, a customer in the Swindon area.

Beccy first met HD on the day she signed up for her new property. HD had been homeless for some time, 'sofa surfing' with friends until she was offered a property that she could call home.

On the day of sign-up, there were a couple of hiccups, which Beccy supported her in addressing.

Over the next couple of days, Beccy continued to provide intensive housing management support to HD, setting up rent payments and helping her settle into her home.

It soon became apparent that there was an issue with the gas meter, with a very large outstanding debt from the previous tenant. Beccy visited the property and supported HD to resolve this and enable the pre-payment meter to be switched back on again.

Over the coming weeks, HD tried several times, unsuccessfully, to change her energy provider to an alternative.

The previous tenant's debt with Eon energy was much bigger than anticipated, and despite HD's best efforts she was unable to get EON to acknowledge that the debt was not hers, and to remove the account block preventing her from changing providers.

Beccy again became involved in HD's case. After providing EON with consent to act on HD's behalf, she took over dealing with EON to address the issues.

Beccy first raised a complaint with EON energy regarding their treatment of HD and requested that the company cover any additional costs incurred by HD as a result of the issue. Also, following EON energy's complaints procedure, she gave them eight weeks' notice to solve the problem, before she passed it to the Energy Ombudsmen.

Beccy chased EON Energy regularly to get a response. EON had tried to clear the debt on the meter but had not been unsuccessful. This meant that whenever HD topped up her meter, the credit was being swallowed by the outstanding debt. On two occasions during the cold December period HD's gas was cut off, while she was waiting for EON to clear and reset her gas meter.

Beccy worked tirelessly to advocate with EON energy and kept HD updated on progress.

EON finally offered HD the opportunity to move from a pre-payment meter to a credit meter, paying by direct debit, but instead she wanted to change providers to a more competitive tariff. EON were unable to remove the block from the account whilst there was an outstanding debt, even though this did not belong to HD.

EON energy did not make it easy for HD to change providers. They sent out another engineer to change the meter, asking HD to top up her meter by £1 for three consecutive days. When HD tried to do this, it became apparent the new meter installed was a credit meter, not a pre-payment meter.

Beccy continued to advocate on HD's behalf, including visiting HD to take photos of the new meter so that EON could update their own records of the meter that had been installed.

Finally, Beccy managed to get EON to lift the block on HD's account to enable her to change providers. Beccy also advocated for HD to receive reimbursement of all additional costs and losses HD has incurred. She also campaigned on HD's behalf to receive a suitable goodwill payment for the stress and anguish HD had experienced.

Care & Support Overview

In our customer survey, Care & Support Customers were largely positive about the services they receive from Ability.

During the year, we built on embedding customer engagement, and understanding where and how we need to improve. How we engage our customers is part of our Quality Strategy and includes:

- Customer meetings - scheduled, monthly meetings for customers with their designated key worker on a one-to-one basis to discuss their support, what is working well and any areas of concern.
- Tenants' meetings - customers meet regularly as a group to discuss and review service issues or concerns, plan group activities and arrange social events.
- Customer satisfaction Survey - customers are invited to give annual feedback through the customer satisfaction survey. Surveys are evaluated and each scheme produces an action plan based on lessons learnt and how concerns will be addressed.
- Quarterly management audits - customers discuss their support services experience with a senior manager every three months as part of the quarterly audit of schemes
- Complaints/Compliments – this process is shared with our customers in a format accessible to their communication needs. It provides another opportunity for customers to give us their feedback and acts as a mechanism to ensure any concerns are formally addressed and improvements made.

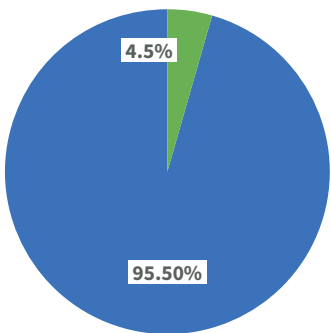
To ensure customers' views and preferences are at the heart of the care and support they receive, we are finalising a Care & Support Strategy. Over the next three years it will focus on the following commitments:

- We will communicate well with our customers and resolve their problems, responding to lessons learnt.
- We will ensure customers are supported to maintain their tenancy.
- We will provide support in an empathic, patient, flexible manner which promotes independence and celebrates success.
- We will have meaningful engagement with our customers.
- We will provide a supportive and personalised service to our customers.

QUESTION 1

Ability staff help me feel safe in my home

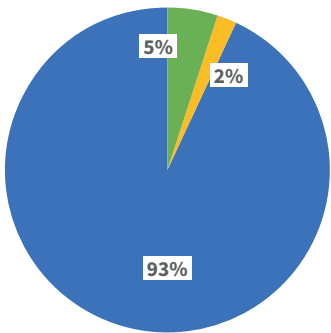
- YES
- NO



QUESTION 2

There is some flexibility in the way I receive my support as sometimes I don't want to stick to a fixed plan.

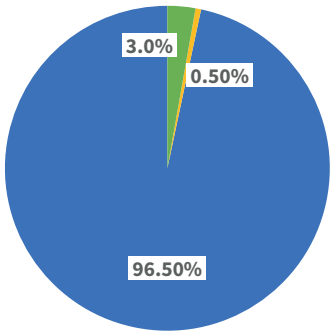
- YES
- UNSURE
- NO



QUESTION 3

I feel that staff listen to me and I feel comfortable discussing and planning my support with them.

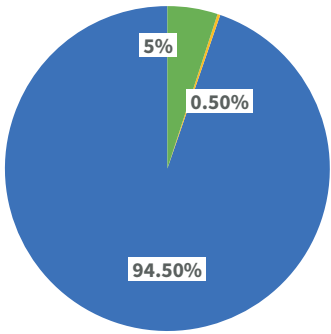
- YES
- UNSURE
- NO



QUESTION 4

If I am not happy I know who to talk to.

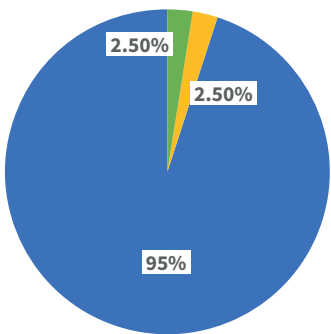
- YES
- UNSURE
- NO



QUESTION 5

Staff know what is important to me and how I like to live my life.

- YES
- UNSURE
- NO





Tackling staff shortages

By Lucy Whittaker

Recruitment challenges in our sector have again been well publicised in the national media this year. To tackle them, we are continually reviewing our approach to recruitment and adopting changes which help us reach great candidates who are passionate about supporting our customers to live more independently.

In Care & Support, this approach has seen great results, with the majority of posts filled and agency usage very low; so our customers can expect a personal service and continuity of support from our teams.

We seek to attract candidates through targeted advertising online, in person at job fairs and staff referrals. For new and existing colleagues, we offer a great package of benefits, including family leave, annual leave and sick pay that are all above statutory requirements. Ability also gives employees a health cash back scheme, which means the costs of everyday health care are taken care of.

Our commitment to delivering quality interventions with our customers informs our essential induction and learning programmes. This includes completion of the Care Certificate

for those new to the sector, a suite of mandatory training for all staff to ensure customer and colleague safety, and a range of complimentary learning interventions delivered both online and in person. These are tailored to each job role, service user group and colleague learning ambitions.

Our appraisal, supervision and training policies have been refreshed ensuring great management practice continues, and colleagues are supported to succeed in their current role, and in progressing towards their future career aspirations.

As well as retaining our ISO and Investors in People accreditations, this year we are proud to have registered as a Disability Confident Committed Employer, in recognition of our approach to recruiting and retaining colleagues who live with disabilities.



Our plans for the future

Ability Housing Association’s targets for the future include the following points:

HOUSING

STAFF

- Further defining career pathways within Ability - to promote the development and retention of valued people.
- Further understanding and use of social media in recruitment campaigns.
- Further embedding a ‘values led’ method of recruitment, and standardising a skills training programme to support this approach.
- Continued training and development offered to support individuals’ personal and career development.

QUALITY MANAGEMENT

- Reviewing and verifying estate inspections by Housing and Support Officers for completeness and effectiveness.
- Completion of post inspections on all void works.
- Completion of post inspections on 10 per cent of all completed repairs.
- The auditing of IHM Support Plans conducted monthly to ensure identified needs are being effectively met.

PROPERTY

- With the Customer Strategy now launched to customers, and the contact centre in house, the focus of the next financial year will be to launch our Asset Management Strategy to customers and further develop our approach in working towards the 2030 EPC C, and 2050 net zero target.
- This will be further supported with the revision of a five-year planned maintenance programme.
- The Asset Management Strategy will define our core geographical operating areas and will subsequently result in the disposal of some of our properties outside these areas. With these disposals we will seek to re-provide these units within our core areas recycling grant wherever possible to develop additional supported housing units.
- As part of this strategy, we will also be stating our intention to look within our existing stock to identify any office spaces, garages etc which could be potentially developed into additional units of accommodation.
- We will also be further enhancing our Intensive Housing Management Officer to customers with access to the revision of a Hardship Policy in response to the ‘cost of living’ challenges known to be impacting customers.
- Our digital offering to customers will also be further developed with the scope of our digital engagement and offer being developed with our customer panel and from customer feedback.
- A full Customer Satisfaction Survey will also be undertaken using the format of the Tenant Satisfaction Measures which we will be required to report on from April 2023.
- A full Customer Satisfaction Survey will also be undertaken using the format of the Tenant Satisfaction Measures which we will be required to report on from April 2023.





CARE & SUPPORT

RECRUITMENT

- Renewed promotion of the “Refer A Friend” Scheme to existing staff members.
- More strategic planning of resources for attending face-to-face events such as job fairs.
- Identifying and exploring untapped talent pools.
- Maximising the use of social media.
- Continued analysis of the financial and resource inputs needed for each recruitment source, evaluated against the success of each.
- Investing in the training and development of our care and support managers and staff teams, developing a clear career pathway.

SERVICE IMPROVEMENT

- Through the implementation of a strength-based approach and personalised services, maximise opportunities for customers to be valued members of their community through, for example, participating in local groups, volunteering opportunities and employment.
- Align our operating procedures and quality framework to reflect the revised CQC Inspection framework.
- Ensure our monitoring of services reflects the changes to the CQC inspection framework, identifying areas of strengths and weakness at both a service and organisational level, informing Ability’s learning and service improvement plans so we can ensure we deliver the best possible service to our customers.

BUSINESS DEVELOPMENT

- We will only tender for services that represent good business. This includes developing Board-approved care and support tender criteria, which will identify the key components and criteria upon which approvals to bid will be based.
- We will seek to maximise organic growth within our learning disability services by re-letting homes to people with higher and more complex support needs when voids become available, supporting people who are furthest from community and independent living who require more intensive support, increasing the number of support hours delivered within existing learning disability services.
- As part of our asset management strategy, as we dispose of housing units in non-core geographical areas, we will seek to re-provide units as supported housing schemes in core geographical areas, negotiating with local authorities to secure care and support contracts within such developments.





FINANCIAL COMMENTARY AND CHARTS

The social care operating environment remains extremely challenging. With an increase of 6.6 per cent in the National Living Wage (NLW) effective April 2022 and an announced NLW increase of a 9.7 per cent effective April 2023, staff costs have increased significantly. Fee increases from local authority commissioners have failed to fully cover these inflationary pressures.

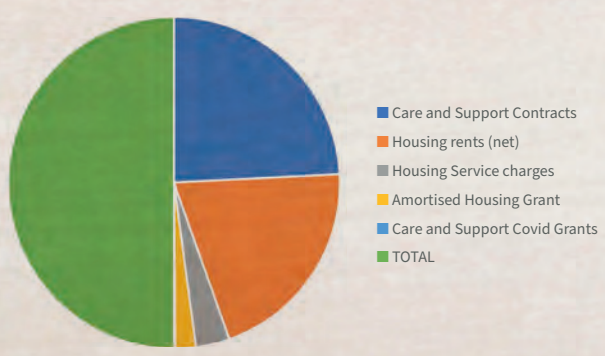
The recruitment market is increasingly challenging and competitive, both between social care providers competing for the same experienced staff, and with other sectors such as retail and hospitality who are often able to pay a higher wage rate.

As identified in the CQC Report The State of Care 2021/22, care providers are increasingly struggling to recruit and retain a full complement of experienced, skilled and motivated people. With the current cost of living crisis many staff are struggling to cope on NLW pay rates, while post pandemic burnout is a significant issue.

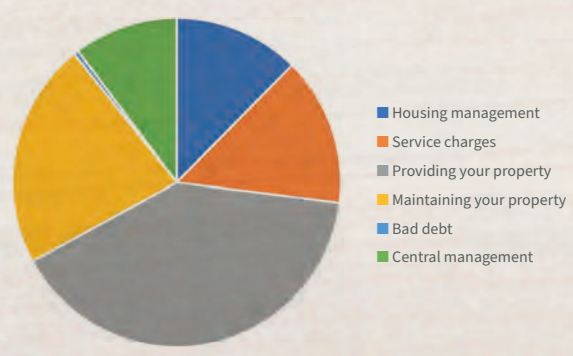
Ability has maintained a strong management focus on recruitment and retention, but this sector-wide problem needs a policy driven solution from central government. While social care is a skilled and rewarding role, its pay and conditions generally do not reflect the skill set required.

This can be demoralising to the existing workforce and deter new entrants, who see they can earn more elsewhere and don't always have a clear career pathway within the sector. We must value the life improving role our care and support workers carry out, to make it possible to recruit enough experienced support workers and continue delivering high quality services to our residents and meet our contractual responsibilities.

Where does our income come from?



Where do we spend our housing income?





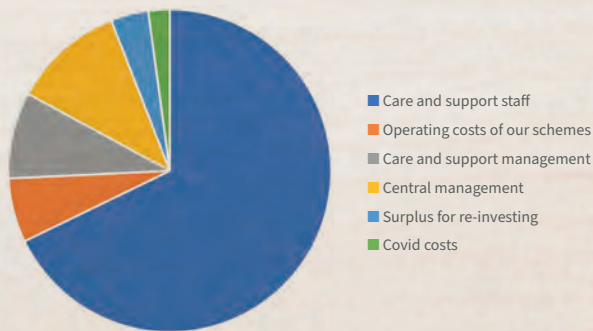
FIDDLER’S GREEN

During the year Ability took the decision to close its last remaining registered residential care home, Fiddlers Green in London. Demand for the seven-bedded home for people with a learning disability had declined over recent years, and the home had been operating with a void level of 57 per cent during the previous 12 months.

Following consultation with residents, relatives, and local authorities, the decision was taken to close the service. This was a challenging decision to make, particularly as all of the residents had lived at Fiddlers Green for many years. However, through clear, frequent and open channels of communication everyone was kept informed, views and opinions were valued, and at the end of the closure process good quality services were identified and secured to meet the needs of each individual resident.

During the year we also withdrew from a supported housing contract in Berkshire. The framework agreement upon which this service was delivered was tendered and the maximum tender price was less than the current value of the contract. The available contract sum was financially unviable, and Ability had no other option than to hand the contract back.

Where do we spend our Care & Support income?





COMMITMENTS

VALUES

We engage actively for feedback

We listen actively to our customers, colleagues and partners to help improve what we do and how we do it.

We value differences

We respect and value the individuality of each person.

We focus on ability not disability

We focus on what each person CAN-DO.

We demonstrate integrity

Our culture is one of openness, honesty and personal accountability.

BEHAVIOURS

Seek first to understand

I will listen actively to ensure I have the best possible understanding.

Think: CAN-DO

I will focus on what is possible and think about what I CAN-DO.

Give a positive response

I will work with you to agree a positive outcome, without excuse or blame.

Personal ownership

I will take full responsibility for making sure the agreed outcomes are achieved in good time.

Board Members

(as at 30th September 2022)

- Sally Reay
- Dominic Wallace
- Jai Dosanjh
- Mandy Dunstan
- Tim Jennings
- Rinat Abdrasilov
- Dritan Uka
- Lynsey Bradshaw
- Vimal Gaglani

Executive Directors

- Jeff Skipp, CEO
- Peter Gardiner, Director of Resources & Deputy CEO
- Lucy Sivasundram, Director of Operations (Housing)

Auditors, solicitors & bankers

- Auditors: Beever and Struthers
- Solicitors: Devonshires
- Bankers: Barclays Bank PLC

Registrations

- Company number: 01261380
- Charity number: 271547
- Registered with The Regulator for Social Housing for England & Wales, Number LH2174

Report production team

- Lucy Sivasundram, Ability team
- Copy Editor: Dominic Weaver, Twelve
- Design: www.vdmagency.co.uk

Company registered office

Ability Housing Association,
The Coach House,
Gresham Road, Staines,
Middlesex, TW18 2AE

How to get in touch with us:

☎ : 0808 164 7474

✉ : contact@ability-housing.co.uk

Visit or write to us: Ability Housing Association

The Coach House, Gresham, Staines, Middlesex TW18 2AE

📘 : AbilityHA

🗣 : AbilityHA

📷 : Ability_pictures

🌐 : ability-housing-association