

A Brighter Future



Annual Report 2021-22

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Welcome from our Chief Executive



Empower Housing Association was established in 2003 as an independent, not for profit organisation, specialising in homes for people with disabilities. We manage 211 properties across England and Scotland, providing homes for 445 tenants that meet their individual requirements.

It gives me great pleasure to introduce the first annual report of Empower Housing Association Ltd (EHA), which provides an overview of our performance and achievements, explains how we have responded to some of the challenges we've faced, and outlines our priorities for the future.

You can also read about some of the inspirational people who live in our homes and find out more about our amazing team who work incredibly hard to deliver our services and support our tenants.

This year has been another challenging one for most, but particularly for some of our tenants, who have once again been significantly impacted by lockdowns and restrictions amid the Covid-19 pandemic.

The team have worked incredibly hard to support all of our tenants throughout the pandemic, and I am so proud of the dedication and commitment of our entire workforce. We have had to adapt our services and adopt a very flexible way of working to ensure we can continue to provide the best possible services for our tenants.

I would also like to pay tribute to our partners who have continued to support our tenants to live their best lives, while navigating the challenges of the past two years. So, from everyone at Empower – thank you.

Despite the challenging times we have all faced, Empower continues to go from strength-to-strength. This year we have welcomed 38 new tenants to our homes and communities, and now provide homes for 445 people.

The past year has been one of change for Empower, as we said goodbye to members of the team who have helped shape our organisation since the start of our journey 18 years ago.

However, with change comes opportunity, and I have been delighted to welcome a new Board, who bring fresh ideas and energy to Empower. I have also been very proud to lead the team here at Empower and we look forward to welcoming Sara Sharrock as our new Chief Executive in November, who will help to shape the next chapters of our amazing story.

During 2022, we will be launching our new tenant engagement strategy – Your Voice, Your Choice, which aims to give our tenants a greater say in how we operate, and I hope as many of you as possible will work with the team to help us make Empower even better.

I hope you enjoy reading this report.

Lee Sugden
Interim Chief Executive

About us

Empower Housing Association was established in 2003 as an independent, not for profit organisation, specialising in homes for people with disabilities. We manage 211 properties across England and Scotland, providing homes for 445 tenants that meet their individual requirements.

At Empower, we only provide homes for people with supported housing needs, and being experts in this field allows us to focus on what matters most to our tenants – empowering them to live as independently as possible.

We have a very diverse group of tenants, who often have significant and complex needs.

We work closely with our tenants, specialist partner agencies, advocates, care providers and local authorities to provide quality, bespoke supported living accommodation that is tailored to their needs.

We're committed to ensuring our tenants can live safely and happily, enjoying as much independence within their community as possible. With our person-centred approach in mind, we're proud to deliver high-quality housing and associated housing management services, supporting our tenants to lead fulfilled and independent lives.

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Our business priorities

Our Purpose

To provide specialised housing solutions that allow people to live independently enabling their ability to thrive.

Our Values

We are Caring

We care passionately about what we do and have the utmost respect for people and their abilities

We are Supportive

We work with our partners to find creative and innovative solutions to tenants' needs. We recognise the importance of our team and are committed to being an employer of choice

We are Inclusive

We are instinctively honest and open. Our team are committed to the work we do and put the individual needs of our people at the heart of all we do



Our tenants Zack's story

Inspirational Zack Kerr is the man behind a national campaign which has transformed the lives of thousands of disabled people and their families.

Zack, who has quadriplegic cerebral palsy which affects his limbs and speech, was inspired to launch the Changing Places campaign with his family back in 2017, after growing frustrated at the lack of suitable toilet facilities for disabled people at motorway service stations up and down the country.

The campaign saw Zack leading the calls for more Changing Places toilets to be installed at motorway service stations, which are vital for around 260,000 disabled people and their families and carers in the UK.

Changing Places Toilets (CPTs), unlike standard accessible toilets, have an adult changing bench and hoist facilities as well as extra space for carers.

When Zack launched the campaign, there were just 10 Changing Places toilets on the UK motorway network and all of these were south of Birmingham. Without accessible facilities, disabled people face lying on public toilet floors or being severely restricted where they can travel.

Zack, aged 26, explained: "Without Changing Places facilities, we don't have toilet facilities that we can use safely or with dignity when we're out, so we end up isolated in our own homes. It doesn't just affect us, it affects our friends, families and carers too."

Amazingly, Zack gathered more than 140,000 signatures on his petition in just over three months and took his campaign all the way to Downing Street.

Fast forward to today, there's now 1,700 registered Changing Places toilets across the UK, which are all listed on the Changing Places app so people can easily locate them. As a result of Zack's campaign, there are now over 30 motorway service stations with a CPT and thanks to grant funding of £2m from the Department of Transport, there will be 30 more installed soon.

When he's not changing the world, Zack lives at a specially adapted bungalow in Oswaldtwistle. He's supported by carers from My Life and has been an Empower Housing Association tenant for four years

Zack is a huge Marvel and Lego fan and his home is adorned with memorabilia of his favourite superheroes as well as his impressive Lego creations, which he builds with the help of a pen with blu-tack on one end to help him connect the pieces together.

Zack's tireless campaigning has taken him all over the country, and in 2020 he scooped the Positive Role Model for Disability Award at the National Diversity Awards – an accolade which saw him taking part in his other favourite pastime – meeting celebrities.





Review of the year 2021/22

More new homes delivered

Demand for specialised supported housing is incredibly high, as the health and wellbeing benefits of a home personalised to an individuals' needs are clear. This year we continued to work in partnership with Forward Housing, and others, to develop high-quality homes for our tenants.

Covid-secure services

Along with the rest of the world, the Covid-19 pandemic has dominated the lives of every tenant and employee of Empower Housing. During 2021/22 we continued to operate a 'remote' service at the request of many care providers who have been working hard to keep tenants safe.

Moving forward, we are reverting back to a 'normal' service and members of the team will be visiting each scheme more frequently to undertake our intensive housing management and safety maintenance programme. Everyone is really looking forward to catching up with our tenants and care providers.

New Board

The work of Empower is overseen by a Board of Management. The Board is responsible for setting the strategy for Empower and making sure the quality of the service we provide is maintained. During 2021/22 we welcomed a new Board, who bring with them fresh ideas to continue to develop and grow our organisation.

You can find out more about our Board members on pages 22 and 23.

Regulation and oversight

This year has seen increasing scrutiny of organisations, like Empower, which provide specialised supported housing and charge exempt housing benefit rents for the services that they provide.

Empower is a registered social landlord, or housing association, and our work is regulated.

During the past year, we have been working with the Regulator of Social Housing, which is a government body, to demonstrate how we meet the various regulatory standards. This work has identified a small number of areas where we need to make improvements, but reassuringly none of these relate to the service standards that we provide.

In 2022, we will ensure we deliver the improvements identified to meet the regulatory standards.

Our tenants Jen's story

Since she was a little girl, Jen Blackwell dreamed of being a dancer, and nothing was going to stand in her way.
Read Jen's story...

Jen has Down's Syndrome, but she has never let her disability hold her back.

"My disability doesn't define who I am, I am very proud of who I am," she said.

"I've been dancing since a young age and I've always wanted to be a dancer. I shine like a diamond when I'm dancing – I just love it."

Jen attended dance classes as a child, but after finishing school, her family struggled to find any opportunities that would allow her to be a dance leader and performer.

Frustrated at the lack of inclusive opportunities for people with disabilities, the family launched their own organisation – DanceSyndrome – back in 2009, which became a registered charity in 2013.

Jen, now aged 40, is the director and founder of DanceSyndrome – the only organisation of its kind that is co-led by people with learning disabilities, working alongside professional dancers to offer inclusive dance workshops, dance leadership training and inspiring performances.

Every week, more than 300 people join in the dance workshops, held both online and in face-to-face venues across the North West. The workshops are co-led by Dance Leaders, who are people with learning disabilities, and Dance Artists, who are professionally trained dancers.

For Jen, whose goal has always been to "get the world dancing", it's a dream come true.

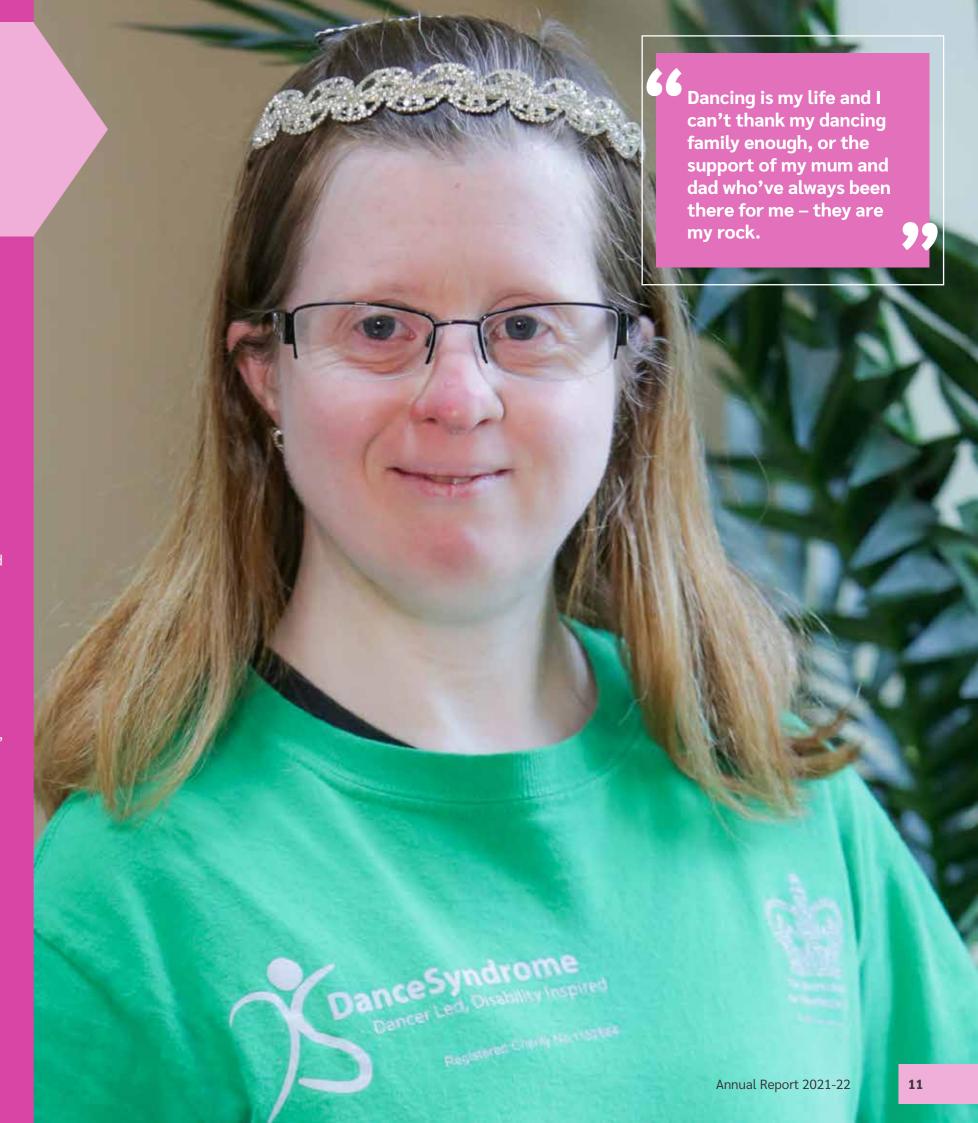
"My dream was to be a dancer and my dream has come true," she said.

"Dancing is my life and I can't thank my dancing family enough, or the support of my mum and dad who've always been there for me – they are my rock."

Jen sparkles on and off the dance floor and is always sporting her trademark diamanté headbands and glitter nails.

The positive impact that Jen and DanceSyndrome are having on people with disabilities has not gone unnoticed. She's a role model for others and has been recognised with several prestigious awards including the Inspirational Woman of the Year Award in the Enterprise Vision Awards, the Prime Minister's Point of Light Award, and DanceSyndrome is also a recipient of the Queen's Award for Voluntary Services.

Jen is determined to live her life to the fullest and for the past 10 years has been an Empower Housing Association tenant living at one of our properties in Chorley, where she is supported by her lead carer Donna.



Tenant satisfaction

Delivering for our tenants Tenant Satisfaction

At Empower Housing, we believe our tenants always come first and we're passionate about ensuring they remain at the heart of what we do today, tomorrow and in the future.

We want all our tenants to have a great experience with us, living in a community where they feel safe and welcomed and can live as independently as possible. Our tenants are the reason we exist, so we will always strive to improve the quality of our service and practice.

Tenant Satisfaction Surveys

In April 2022 we resumed our annual Tenant Satisfaction Surveys, which are completed during face-to-face Performance Review visits from our team. We ask our tenants and their support provider to rate us on a range of factors including:

- Quality of the repairs service
- How we handle your complaints
- Your opportunity to get involved with Empower
- How we deal with health and safety issues
- How you feel we act as your landlord

We will update our website with the results after six months, and we will report the full year results in next year's Annual Report.

Empower tenants Kenneth and Bernard live at one of our properties

Some early results show:



96% of respondents are satisfied with the service provided by Empower, with **63%** very satisfied.



93% are satisfied with the condition of their home, with no-one reporting dissatisfaction.7% were neither satisfied nor dissatisfied.49% were very satisfied.



63% report they are satisfied with the tenant's role in decision making, however a significant number are taking the middle position and not reporting dissatisfaction.



98% were satisfied with the way we handled their enquiry, with **2%** reporting they were unhappy. We have since followed these cases up.



95% report they are satisfied with the way in which repairs are handled.



90% of respondents believe Empower deliver a Value For Money service.



97% consider Empower to be a friendly and efficient landlord.

Our tenants Sam's story

Fitness and exercise have always been a huge part of Sam Formby's life.

In his early teens, he was a regular gymgoer and represented his school at cross country.

But when Sam was 16, his life changed forever. Out of the blue, Sam suffered a devastating brain haemorrhage, leaving him paralysed and fighting for his life in intensive care.

His family were told he'd never talk again, would have to be fed through a tube and wouldn't regain much mobility. But Sam is a fighter, and he was determined to prove medics wrong.

He spent 13 months in hospital, during which time he also contracted meningitis and MRSA. But despite all the odds stacked against him, Sam regained his speech and upper body mobility.

He's now 35, and is a real inspiration. He works out six days a week, he's completed marathons on his specially adapted hand cycle, raised thousands of pounds for charity, travelled across Europe and now he's got his sights set on becoming the World's Strongest Disabled Man.

Sam says exercise has been his lifeline, helping both his physical and mental health.

"I never thought I'd be able to achieve what I have done, but exercise has just changed everything for me," he said. "I thought I'd be dead by the time I was 30, but exercise has become my focus – it's helped me in so many ways and gotten me this far.

"I do tend to worry about things, but when I exercise it makes me forget about those worries."

When he came out of hospital aged 17, his family home couldn't accommodate his wheelchair, so he had to live in an adapted caravan in his parent's garden for four years, while they built an extension suitable for Sam and his needs.

It was a very difficult time for Sam.

"I couldn't go anywhere or do anything – I was very isolated," he said.

Ten years ago, he moved into an Empower Housing Association property – a ground-floor flat in Ormskirk. He's supported by his carer and friend Sam Harris, from Freedom Care and Support – an organisation which provides support to adults with a range of disabilities.

Sam credits his home with helping him regain his independence.

"Having this home has changed my life," he said.

"Every day I used to think to myself that I didn't want to live – I wanted to die. Now I do want to live and to make the most of my life – I want to see what's coming next for me and what else I can do and achieve.

"That is what living at this property has done for me – it's given me my independence and changed my life in so many ways."





Carl Baxendale is a popular visitor at our tenants' homes across Lancashire.

Carl is our Grounds Maintenance Technician and is responsible for maintaining the gardens and grounds at our properties to ensure our tenants have pleasant and safe outdoor spaces to enjoy.

Many know him as the 'singing gardener' as he can often be heard belting out a tune as he's going about his duties.

Carl has built up an excellent rapport with our tenants and always tries to involve them in his work.

He said: "I joined Empower Housing Association fourand-a-half-years ago and I've never looked back. "I love coming to work in the morning and interacting with the tenants.

"Some of them are waiting for me to arrive and we always have a chat and a good laugh. I try to involve them in my work and make them part of it and they just love it.

"We've got one tenant – Tom - who always brings the bin round for me – that's just his thing and he loves to do it. I've got another who likes to sit out with me while I'm doing the garden and we have a good chat.

"I visit another tenant – Zack – once a fortnight. He's a big United fan, and I'm a Liverpool fan, so we always have a good laugh and a joke about that." Carl is committed to ensuring our tenants and their support workers are always aware of the work that's being undertaken and accommodating their needs.

He explained: "If I'm going to be doing something that's a bit noisy, then I always make sure I arrange it with them and their support worker first, as some of our tenants can be sensitive to noise, so I'll always accommodate that."

Carl looks after the gardens and grounds at 60 Empower Housing Association properties across Lancashire. During the summer months, you'll find him mowing lawns and cutting back hedges, while during the winter his duties include things like painting fences and jet washing driveways.

He added: "I know for some of our tenants it makes their day when I turn up, but really, it's them who brighten up my day.

"At Empower, we're all about empowering people to have a better life, and looking after the gardens is a big part of this. This is their home and I get a lot of pleasure out of coming to work and making sure they have nice and safe gardens to enjoy."

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Performance



Repairs Targets

At Empower, we use Key Performance Indicators (KPIs) to measure our performance across some of our key services and set targets, which we strive to exceed.

Performance Indicator	Actual for 2021/22	Target for 2021/22
Average time to complete emergency repairs	Within 24 hours	24 hours
Average time to complete urgent repairs	3 days	7 days
Average time to complete non-urgent repairs	8 days	28 days



Property Safety

Our top priority is keeping everyone safe. As part of our role as a landlord, it is crucial that we carry out periodic inspections to make sure your home is maintained to a high standard. We monitor a range of these inspections as part of our performance targets:

Performance Indicator	Actual for 2021/22	Target for 2021/22
Up-to-date fire risk assessments	211	211 100% of properties
Asbestos surveys in place	189	189 100% of properties
Gas Certificates in place	186	186 100% of properties
Electrical safety checks carried out within five years	211	211 100% of properties

At the end of 2021/22, we commenced our enhanced safety programme at our properties which includes Legionella testing and Portable Appliance Testing (PAT). During 2022, we will be visiting every property to carry out an initial inspection, followed by a regular annual check.

Resident Complaints

During 2021/22 we received 38 complaints from tenants or their advocates or from care providers.

All complaints were responded to within our policy timescales of three days to acknowledge the initial complaint, and a further 10 days to provide a full response.

Performance and risk

Value for Money

Each financial year (April-March), we report on how we have provided value for money (VfM) in the way we operate our services.

Value for Money Metric	2022 Performance	2021 Performance	Change in Performance
Reinvestment %	10.1%	7.5%	+2.6%
New Supply Delivered %	1.4%	1.0%	+0.4%
Gearing %	-25%	-25%	-
EBITDA (major repairs included)	1893%	2619%	-726%
Headline Specialised Supported Social Housing Cost Per Unit	£15,018	£14,627	+£391
Operating Margin %	7.7%	11.0%	-3.3%
Return on Capital Employed %	12.0%	20.0%	-8.0%

VfM performance is calculated in a standard format for all housing associations and is part of the Regulator of Social Housing VfM Standard.

Empower is a Specialised Supported Housing provider. As such, some of the standard VfM measures required by the Regulator for all Housing Associations are not ideally suited to our organisation. This can lead to some results appearing out of step with other benchmarks,

If you want to learn more about how these figures are calculated, please go to: www.gov.uk/government/publications/value-for-money-metrics-technical-note

Covid-19

This year has seen the way in which we operate slowly get back to normal, following the impact of the Covid-19 pandemic. The way in which Empower responded to the challenges of the pandemic has tested our ability to adapt to business-critical situations in a positive way.

We would like to thank all our tenants and partners for your patience over the past two years as we have all adapted to new ways of working.

Our future

Empower Housing Association was established in 2003 as an independent, not for profit organisation, specialising in providing homes for people with disabilities. We are dedicated to delivering supported housing and associated housing management services and have developed an excellent reputation, based on trust and providing the highest levels of service.

As we approach our 20th year, our priorities for the future are:

- Provide quality services to our tenants.
 We are recruiting additional maintenance colleagues to provide more services in-house.
- Develop new homes we want to grow our property portfolio with high-quality, adapted properties.
- Consider the environment we want to improve the Energy Performance Certificates (EPC) ratings on 95% of our homes to C or better by 2030.
- Invest in our people we operate an agile and flexible working environment to increase employee satisfaction and improve the health and wellbeing of our workforce.
- Make year-on-year improvements in our business and services. This includes investing more in our homes, neighbourhoods and communities through high-quality repairs and our planned maintenance programmes.
- Delivering a value for money service we want to improve our operational surplus in line with our business plan to allow more investment in our homes and communities.



Who's who at Empower Our Board

Empower is overseen by a Board of Management, made up of five people who are all housing professionals and dedicated to ensuring Empower delivers the highest quality services.

The Board is responsible for setting the direction for Empower and making sure we are delivering the standards and quality of service that our tenants deserve.





Mark Dunford
Chair of the Board

Mark has been involved in social housing the majority of his career. As a qualified accountant, his current role is Executive Director of Finance and Commercial at Together Housing Group, one of the largest housing providers in the north. He has previously held a number of non-executive director roles and is currently a Group Board Member at Livv Housing Group.



Marcus Evans

Marcus is the Director of Governance and Compliance at the Sovini Group. He has a Degree in Governance and 12 years' experience of working within housing at an executive management level. Prior to this, he has 15 years' experience working for various local authorities. Marcus also acts as company secretary for several companies, and is the Chair of Governors at a primary school. Marcus is also a non-Executive Board Member at the Prima Housing Group.



Rob Wakefield

Rob is the Chief Executive at Community Gateway Association, taking up the position in 2017 following six years as Executive Director of Resources. Rob is a qualified accountant and prior to joining Community Gateway, worked in both local government and housing association roles across the north west.

Rob is also an experienced non-executive director, having served on the boards of housing, education and charitable bodies. As well as supporting Empower Housing, Rob is currently a non-executive director on the board of Arawak Walton, the largest independent black and minority ethnic housing association in the north west, and is also a Trustee of Preston Vocational Centre, a charitable organisation providing construction-based training and development opportunities to young people in Preston.



Tracy Woods

Tracy is the Chief Finance Officer at First Choice Homes Oldham and oversees their Corporate Services Teams, including Finance, ICT, Governance, Risk and Assurance and People and Culture, as well as the Development Team that supports plans to deliver 850 homes by 2026. Tracy's career spans across a range of sectors, both in the private and housing sector, in the latter years being focused on delivering change and transformation, including a merger of two housing associations.

As an experienced non-executive director, she is committed to ensuring that our organisation has strong governance, financial and operational resilience.



Stephanie Murphy

Stephanie was appointed Chief Executive of Castles and Coasts Housing Association in 2017. Prior to that, she was Chief Executive of Two Castles Housing Association. In leading the organisation, Stephanie has extensive experience of business planning, risk management, governance and service improvement, and she is passionate about the right values and behaviours driving success in business.

Who's who at Empower The Empower Team

The Empower Team are based at our headquarters in Chorley, Lancashire, and are dedicated to ensuring we deliver the best possible service for our tenants.



Lee Sugden Interim Chief Executive Office (CEO)

Lee joined Empower in November 2021 as interim CEO, following the retirement of the previous chief executive. Lee, a qualified accountant, has more than 25 years' experience working in senior leadership roles within the social housing sector. He was previously CEO of Salix Homes in Salford leading the organisation between 2015 and 2021, when it became a stand-alone housing association.



Michelle Lee Operations Director

Michelle has been employed by Empower since we launched in 2003. Michelle has experience in rent management and oversees the day-to-day running of the office. She has extensive experience and qualifications, including: CIH Level 3 National Certificate in Housing, AAT Level 2 Certificate in Accounting, and a BA in International Hospitality Management.



Nicola

Housing Services Manager

Since joining Empower in 2006, Nicola has worked across our Maintenance, Housing Management and Rent departments, and now leads our Rents and Housing Management department. She has a CIH qualification in Supported Housing and a Level 4 Diploma in Counselling and Psychotherapy.

Sharon

Development and Compliance Manager

Sharon joined Empower in 2007 and has worked in our Maintenance, Rent and Development departments, as well as providing housing related support to all tenants. Sharon continues to work alongside John in Development and also oversees the implementation of Compliance. Sharon has a CIH qualification for Housing, Advice and Information.

Margaret

Purchase Ledger Clerk

Margaret has been working with Empower since 2012, starting in the Maintenance department, before moving into our Accounts division in 2016. Margaret is currently studying for a Level 2 Accounting Foundation Course.

Rachel

Facilities Officer

Rachel has been working with Empower since 2015 in our Maintenance department, as well as providing housing related support to all tenants. As part of her role, Rachel plans day-to-day and routine maintenance repairs, as well as stock conditions and gas safety inspections. Rachel holds a certification in Fire Safety and is a designated Fire Officer.

Anthony

Building Quality Manager

Anthony joined Empower in 2016 as a Building Quality Manager and leads the Maintenance department, working alongside our Development and Compliance teams. He has worked in the construction industry for the past 35 years and is a qualified carpenter and joiner. He holds a Construction Site Manager NVQ Level 4 CSCS card.

John

Development and Facilities Manager

Since joining Empower in 2017, John has worked within the Development department overseeing the development phase for all newly acquired properties. John has a wealth of knowledge and experience of the supported living sector.

Lesley

Compliance Officer

Lesley joined Empower in 2017 as a maintenance officer and now works within the Compliance department as a compliance officer. Part of Lesley's role is to ensure that all certificates and servicing of equipment is kept up-to-date and arranges the day-to-day remedial works following inspections. Lesley has worked within the housing sector for many years.

Carl

Grounds Maintenance Technician

Carl joined Empower in 2018 as a groundsman and carries out external gardening works to our Lancashire-based properties. He has a wealth of experience within gardening and grounds maintenance.

He holds a PA6 and PA1 certificate for hazardous spraying, a Health and Safety CSCS card and is a qualified first-aider.

Samantha

Housing Tenant Support Officer

Samantha joined Empower in 2020, providing support within both our Rent and Housing Management departments. Samantha now works within the Rent department assisting with housing benefit queries and providing support for all new tenancies and housing benefit claims.

Samantha holds a certification in Fire Safety and is a designated Fire Officer.

Andy

Maintenance Technician

Andy joined Empower in 2021 as a Maintenance Technician and carries out the day-to-day repairs and maintenance at our properties.

Andy holds a Health and Safety CSCS card.

Who's who at Empower The Empower Team

Catherine

Housing and Tenants Support Officer

Catherine joined Empower in 2021, providing support within our Rent department. Catherine assists with housing benefit queries, along with providing support for all new tenancies and housing benefit claims.

Carol

Office Administrator

Carol joined the organisation in 2021 as the Receptionist at our Chorley offices, providing administrative support to all departments. She holds First Aid, Site Management Safety Training Scheme and Construction Safety Certification Scheme qualifications and is a designated first-aider.

Richard

Housing Tenant Support Officer

Richard joined Empower in 2021, providing support within the Housing Management department. Richard assists with housing management queries and completes Performance Review Visits to all properties within our portfolio.

Richard holds Mental Health First Aid and NEBOSH qualifications.

Jonathan

Maintenance Officer

Jonathan joined Empower in April 2022 as a Maintenance Officer, having previously worked in the IT profession. As part of his role, Jonathan, plans day-to-day and routine maintenance repairs, as well as stock conditions and gas safety inspections.

Lesley

Maintenance Officer

Lesley joined Empower in April 2022 as a Maintenance Officer. She has worked within the housing sector for 15 years and holds Level 2 and 3 CIH qualifications. As part of her role, Lesley, plans day-to-day and routine maintenance repairs, as well as stock conditions and gas safety inspections.





Get in touch

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