

A woman with her hair in a bun, wearing a dark blue puffer jacket with a fur-lined hood, light blue jeans, and black boots, is walking and holding the hand of a young child. The child is wearing a tan puffer jacket, a red beanie, dark pants, and brown shoes. They are walking on a light-colored tiled floor in front of a large, colorful mural depicting two large swans with orange beaks and black feet, surrounded by green reeds and a blue body of water. The mural also includes smaller swans and stylized plants.

Our Annual Review

2023



Contents

Chair's statement	3
Who we are	5
Stock profile	7
Our plans for the future	8
Highlights	11

For our full annual report and accounts please go to a2dominiogroup.co.uk/reports

Our Group performance

 Homes and neighbourhoods that are safe, high quality and sustainable	13
 Customer care: respond and resolve with respect	21
 Development to meet housing needs	30
 A strong, sustainable and effective organisation	37

Financial performance summary	43
Board of management	45
Executive officers	47

Welcome to A2Dominion's Annual Review 2023

Chair's statement

This last year has been an exceptionally difficult one for many of our customers due to rising inflation and mounting energy prices. Unfortunately, it is people in vulnerable circumstances that have been the hardest hit as they spend proportionately more of their income on heating than anyone else in society. In recognition of this challenging environment, our plans focus on improving the safety, warmth and efficiency of our homes and supporting our customers.

This is why we supported setting the social housing rent cap in the recent government consultation. We did it despite the impact this lower cap would have on our business, as high costs continue to put pressure on our finances.

In my first year as Chair I have seen just how dedicated our teams are, how hard they work to support our customers, and how dismayed they are when things go wrong. The majority of our repairs and services are carried out to a high standard, but improvements are needed, and we're committed to getting things right. A lot of work is going into identifying and rectifying where we may have let people down, making sure we reduce the risk of this happening again as far as humanly possible. We also know from feedback that our customer services aren't as responsive as they should be in some cases which is why we are making improvements in this area, so colleagues have the resources and tools to be able to better assist customers.

Whilst A2Dominion continues to find ways to improve and to deliver, I recognise that we are not always delivering to the high standards we set ourselves and that our customers expect. For this and where we have made mistakes I, on behalf of the Board, our new CEO Ian Wardle, and our colleagues, would like to apologise to customers who have been adversely affected.

These improvements will only be possible with the continued support and dedication of our colleagues. Moving forward, new ways of working, and much-needed new systems, mean that our colleagues whether working from home, in our offices or on-site, will ensure that we maintain accessibility for all our customers whilst providing flexibility for employees. We're building a culture that empowers colleagues to make decisions and opens direct communication between our teams and our communities.

I'm happy to say the Board has renewed focus on our core social objectives. This means the provision of good quality, well maintained social housing and providing as many new social rented homes as we can. To achieve this, in some cases we will look at streamlining where we work, especially if our customers would be better served by a different, more local provider. As a housing charity, we should, and will be focusing on our core charitable objectives.

The Board and I are committed to continuing and expanding the work we do to support communities in need. We illustrated this commitment recently when we secured the contract to deliver a variety of community support services including refuge accommodation, domestic abuse outreach, and places of safety within Oxfordshire.





I welcome the fact that central government, the Regulator, and the Ombudsman are instructing our sector to raise standards. The Board acknowledges our management team's aspirations, echoed by central government, to make faster progress on the issue of damp and mould. We are concentrating on this area and have dedicated resources to tackle the issues head on.

Going forward, we will work with our communities to identify how best to redevelop estates, improve the safety and security of our homes, and help our customers to reduce their energy bills.

We will focus on providing more homes on land we already have but recognise the need to build additional homes for private sale and rent in order to fund our redevelopment work.

Only benchmarking ourselves against our peers in the housing sector has meant that we haven't always pushed hard enough to improve our service offerings. We will now look outside our own sector to compare our service levels with the best in class at customer service, aiming as high as we can. We need to be agile and adaptable to the changes that will inevitably come from financial and political pressures in the coming years.

We are committed to the sites we have in development and will look to deepen and extend our working partnerships with house builders, pension fund investors and other developers to achieve our aims and make a greater impact. Our focus will start to move from new sites to regeneration of estates and land that we already own.

In terms of our financial performance, last year was another tough one for the housing industry, and the wider UK economy. We faced stronger headwinds than we had anticipated, which resulted in rapid increases in operational costs across the board. Tougher markets also contributed to a drop in sales, a greater emphasis on spending to improve our homes, and compliance with new regulations have severely reduced our surpluses. We now have a new corporate strategy in place, and we've identified a series of actions we will take to improve our offering and performance. The wide range of improvements we want to see will take time, but we do have the financial capacity and plans in place to deliver for our customers.

This year we also recruited three highly experienced members to the Board, in Dennis Watson, Nigel Turner, and Alex Roth. They are already adding to our Board capability to address specific challenges we face in an ever-evolving housing landscape.

My thanks and those of the Board go to Ian Wardle, for re-invigorating our leadership. We welcome his desire to get out and meet customers and colleagues, see our properties for himself, and to help guide our purpose into the future.

Alan Collett, **Chair**





Who we are

We are a **charitable housing association** with a strong history going back eight decades, having **grown and diversified** to meet the **increasing needs** of our customers.

We provide:

- ✓ Social and affordable housing
- ✓ Key worker, student, intermediate and homebuying offers to help people in different situations and life stages
- ✓ Market sale homes
- ✓ Community projects to help customers improve their health, wellbeing, and finances
- ✓ Supported housing and services
- ✓ Temporary accommodation.

38,000+ homes



From around 8,000 homes in 1980, to over **38,000 homes** and **70,000 customers** today

7,000+



Over the past 10 years we have developed **over 7,000 new homes**

Our purpose

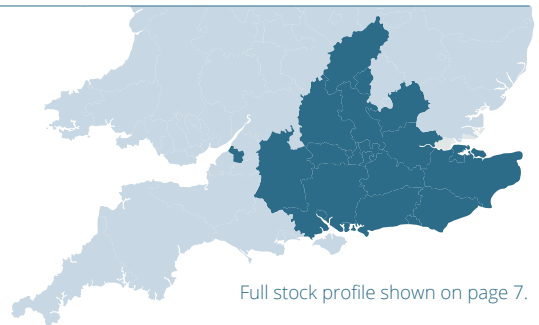
To be a trusted housing association providing safe, high quality homes and services.

Our vision

To provide homes people love to live in.

Where we operate

We work with customers and communities across London and southern England.



Full stock profile shown on page 7.



Our services

Residential management services

We provide lettings and residential management services to customers across a diverse range of tenures, including social, affordable and private rented homes, student, NHS, and temporary accommodation.

Supported housing and services

From retirement and supported housing developments to homelessness provision and domestic abuse refuges, we provide a range of services and homes to help people live safe, happy, and independent lives.

Property maintenance

We provide property maintenance services, planned repairs and estate services, and reinvest millions of pounds each year into upgrading and improving the homes we manage.

Community investment

We provide community events, wellbeing programmes, social activities and services including employment skills to help improve communities and people's lives.

Land and development

We buy and develop land to provide high quality new homes across all tenures. We aim to deliver one third of our future pipeline in joint venture partnerships, sharing expertise to encourage new, vibrant communities. The remainder of new homes will be delivered from redevelopment of our own assets and via strategic land.

Our brands



A2Dominion is our brand for a **wide range of homes for rent and resale**, as well as day-to-day property management. It also covers specialist housing, and community investment services.

FABRICA

by A2Dominion

FABRICA by A2Dominion is our brand for our **new, award-winning homes**. We work in partnership with designers, architects, and our customers to provide high quality homes for private sale and shared ownership.



Pyramid Plus is the brand for our joint ventures that provides **repairs and maintenance services** for our customers.



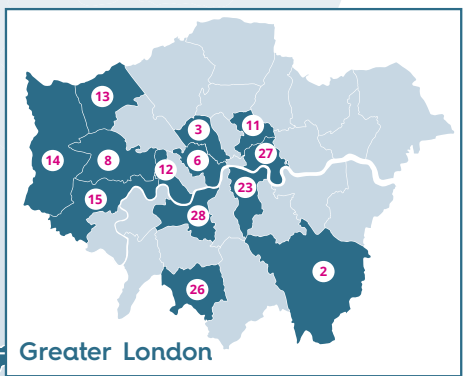
Stock profile

LOCAL AUTHORITY	HOMES IN MANAGEMENT	HOMES IN DEVELOPMENT	TOTAL
1 Bristol	968		968
2 Bromley	1,191		1,191
3 Camden		86	86
4 Cherwell	578	77	655
5 Chichester	544		544
6 City of Westminster	1,288		1,288
7 Crawley		121	121
8 Ealing	3,792	495	4,287
9 Elmbridge	636	184	820
10 Guildford	588	54	642
11 Hackney	400		400
12 Hammersmith & Fulham	1,273	204	1,477
13 Harrow	940		940
14 Hillingdon	2,041		2,041
15 Hounslow	2,935	127	3,062
16 Oxford City	2,587	510	3,097
17 Reading	538		538
18 Reigate & Banstead	457	45	502

LOCAL AUTHORITY	HOMES IN MANAGEMENT	HOMES IN DEVELOPMENT	TOTAL
19 Runnymede	638	46	684
20 Rushmoor	368		368
21 Slough	951		951
22 South Oxfordshire	315		315
23 Southwark		451	451
24 Spelthorne	6,897	28	6,925
25 Surrey Heath		96	96
26 Sutton	335		335
27 Tower Hamlets	501		501
28 Wandsworth	439		439
29 Waverley		209	209
30 West Berkshire	631		631
31 Winchester	1,129		1,129
32 Windsor & Maidenhead	382		382
Other ¹	4,902		4,902
TOTAL	38,244	2,733	40,977

¹ Indicates local authorities where stock in management is less than 300.

Our stock profile does not include properties that we manage that are not homes, such as commercial units, garages, community centres





Our plans for the future...

Our priorities

Our job is to provide people with good homes.

Moving forward, we will invest even greater resources into redevelopment and improvements for our existing customers' homes.

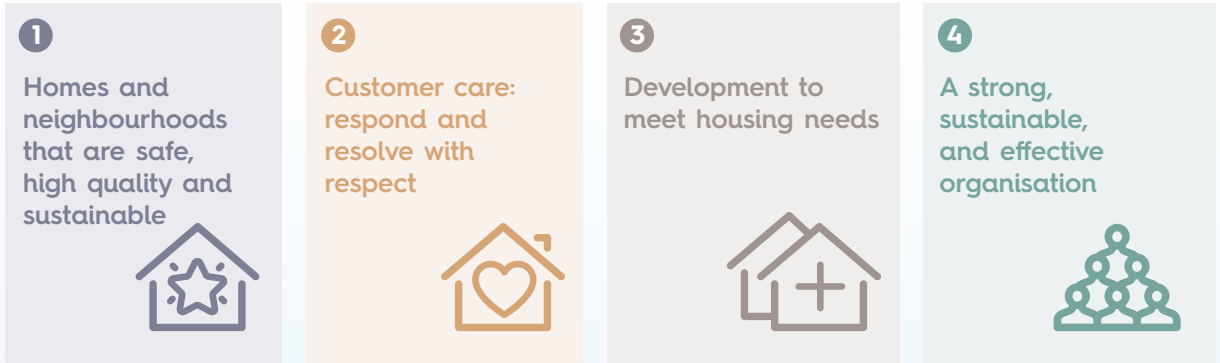
We have taken stock of our operating and financial performance, the urgent need to address safety and building quality issues and the needs of our core customers. We are prioritising our activities, to get back to basics and get them right.

Our customers come from many different backgrounds and circumstances, and our vision is to provide homes people love to live in. We know that it will take time to achieve this for all our customers, but this is our aspiration for the future.

Our new strategic priorities will help us to meet the needs of our customers, satisfy new and emerging regulatory requirements and be an effective and sustainable organisation.



Our strategic priorities



Our values



Our core customers need...

- More homes: Larger homes in central London
- Ability to move (and to unlock homes for others)
- Better quality homes
- Purchase options including shared ownership
- Support services for growing need
- Reliable and consistent service.





Investing in our homes and communities

As a charity, all of our profits are reinvested back into our social purpose, which is to provide homes and services for the people who need them most. This underpins our operation, although current challenges have reduced surpluses available and require us to concentrate more on our customers.

Our financial plan is designed to build and protect our resilience for the long term, providing funding for improved customer services, safe and sustainable homes, and more homes where they are needed most.

We use the rent we receive, as well as the other revenues we generate to support and maintain our existing properties, offer support services, and help local communities where we work.

This includes:

Redeveloping and improving existing homes and services

Investing in our services for customers

Helping families on low incomes and people in vulnerable circumstances

Creating, nurturing, and fostering local communities.





Highlights

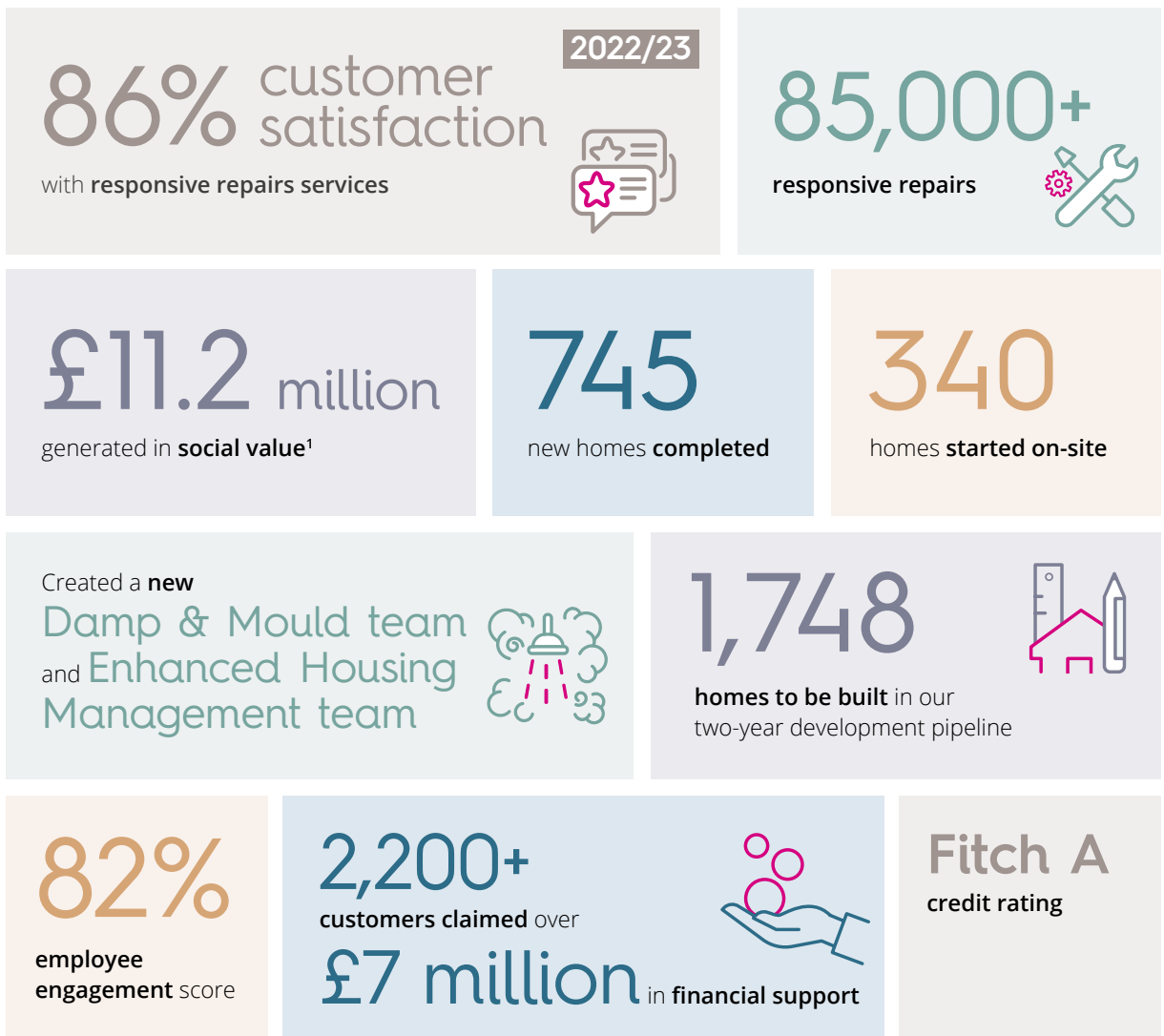
This has been a particularly challenging year for our customers, the business, and the wider economy.

Our emphasis has been on delivering the basics right, and better management of our services. We've made significant progress to ensure our tall buildings are compliant with the latest safety regulations and created a new task force to tackle damp and mould.

We know when issues arise, they need to be resolved more efficiently. That's why we've created specialist teams and empowered colleagues on the

frontline to respond quicker. Like our customers and fellow housing associations, we've felt the impact of the rising cost-of-living. Higher interest rates, utility bills, and the introduction of a rent cap across the sector have put strain on finances. But we've managed our priorities and mitigated some of these risks by focusing on existing homes and reviewing future developments.

Key highlights:



¹ Social value is a way to measure the impact of our projects and services. We follow a method used by the housing sector (developed by the Housing Associations' Charitable Trust) to quantify services that do not have a monetary value (such as wellbeing and mental health) and their impact. This estimates the unseen financial value to the people and communities who benefit from these services and their impacts.



This year it was important for us to take a step back and reassess our priorities. We consulted our customers, colleagues, Board, and committee members, as well as our external stakeholders to find ways to better serve people's needs. We listened and this helped shape our immediate and long-term focus. We strive to be a trusted housing association that provides homes our customers love to live in.

Our Group Board and committees have analysed our performance and investigated the opportunities and threats ahead.

The key principles from this review are:

To focus on providing social, affordable homes and services that are aligned to our charitable objectives

To deliver services that support our objectives, for example our community investment work and specialist housing

To evaluate and change work that does not support our charitable objectives but that costs us to deliver.



Our Group performance



Homes and neighbourhoods that are safe, high quality and sustainable





Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

Our customers are our number one priority.
We are committed to ensuring their homes are safe.

We want customers to trust us, know they are being listened to, and that we will always do the right thing. To achieve this, we'll comply with and exceed the latest building regulations, attain high standards of repairs, and proactively redevelop existing homes.

We recognise more progress is needed. We've begun taking steps in the right direction and have prioritised the risks posed from fire, and damp and mould. We'll also continue to improve our sustainability measures, making homes more efficient and cheaper for our customers to live in.

Overview

86%

customer satisfaction
with responsive repairs services



85,000+

responsive repairs



338

kitchens have been replaced



276

bathrooms have been replaced





Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

Our ambition

We want to be a trusted housing association where people love to live in their homes. We're delivering a continuous programme of improvement to our existing homes to meet regulatory standards and our own commitments, so that our customers are safe and affordably warm.

Going forward we will:

Improve and extend our inspections, information gathering, and assurance to give us a full picture, to prioritise action, ensure that we maintain homes and address disrepair, damp and mould and any systemic building issues

Improve our asset data and systems to provide a full picture of the quality and effectiveness of customers' homes

Continue to deliver planned and cyclical investment, particularly kitchens, bathrooms, and decoration to keep homes fresh and working well, along with an effective responsive repairs programme

Accelerate the redevelopment of homes and estates where they are not economically sustainable, considering investment needs and decarbonisation. This will ensure we deliver value for money and can invest wisely to improve customers' homes and the environment they live in.

Our progress in 2022/23

STRATEGIC KPI	2022/23 ACHIEVED	2022/23 TARGET	2021/22 ACHIEVED
Median repair days	20 days	=<15 days	13 days
Cumulative planned maintenance	80%	100%	87%
Environment and carbon reduction (average level of annual carbon production per home)	2.05 tonnes CO₂	2.024 tonnes CO ₂	New measure
Satisfaction with repairs	86%	85%	88%
Combined landlord health and safety compliance measure	99%	97%	New measure

Building safety

Over the past year we've enhanced our reporting and monitoring of compliance measures. Our building safety team has responded to more than 6,500 customer enquiries and completed **three-stage inspections of 140 buildings** (over 11 metres) where we are responsible.

We have completed fire safety inspections in 100% of buildings over 18 metres and 87% of buildings between 11 and 18 metres.

There is also a free wellbeing, legal and emotional support programme available for customers impacted by our cladding inspection and remediation programme.

Building safety highlights:

- We've submitted **12 applications to the Building Safety Fund (BSF)** worth around £26 million
- Funding has been approved for six buildings to the value of **£8.3 million**, we're awaiting outcome for six applications worth an additional **£17.5 million**
- We received **compliance information for our customers in 72 buildings** where responsibility lies with other landlords. Of these buildings, 42 were already compliant and 18 more had completed remedial work by 31 March 2023. Two buildings were in the remediation process and the remaining 10 were still to be remediated at that date.



Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

Fire safety

100% compliance for all properties due a Fire Risk Assessment survey

9,347 Fire Risk Assessment actions completed
93% achieved against a target of 85%

231 mid and high-rise blocks inspected as per Fire Safety Act (monthly and quarterly inspections)

96.2% compliance for planned preventative maintenance servicing (emergency lighting, fire panels, automated opening vents, etc.)

Planned programme of circa 3,000 actions built and mobilised (currently being delivered over next 3-4 years).

Enhanced Housing Management team

Following changes to the Fire Safety Bill and Building Safety Act, we established a new Enhanced Housing Management team to focus on our tall and high-risk buildings.

This decision came following a review identifying that some of our existing resources and systems were not quite ready to meet new requirements.

We have 150 high-rise buildings and 450 mid-rise buildings that are impacted by the new legislation. The team will focus on homes, which are predominately mixed tenure and owned by us. These homes were chosen using a RAG (Red, Amber, Green) matrix looking at building height; equipment complexity within the buildings; repair history; and resident complaints. The other homes remain within our operations and existing housing models.

The Enhanced Housing Management team aims to:

- Reduce risk – ensure building and fire safety compliance
- Provide intensive management – property and safety managers will manage a smaller number of homes. This will enable them to respond more efficiently and focus on implementing new legislation
- Improve customer experience – respond to all enquiries faster (within 3 days) and have a greater presence on-site (at least once a week) to meet with customers
- Improve processes to make things easier – increase our understanding of why a problem is occurring and then simplify processes for everyone
- Develop a proven model that can be rolled out to the remaining buildings affected by legislation changes.



"We're looking to give customers a single point of contact for all the help they need. We're providing a much more visible presence on-site, so we can strengthen relationships with customers and also comply with the requirements of the new Building Safety Act."

Paul Slade
Enhanced Housing Team Manager



Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

Damp and mould

We want all of our homes to be free from damp and mould, and we welcome the new government legislation to address this across the social housing sector. In the past year, we've created a specialist team to tackle the problem.

We have developed robust plans to diagnose and remedy cases, including:

Accelerating our repairs programme

Improving processes and data, such as getting more information from customers the first time they contact us. This allows us to better assess their problem and respond quickly and effectively with inspections, cleaning, and repairs

Providing better information to customers. We've launched a campaign to encourage customers to let us know of any damp and mould in their homes as soon as possible

Increasing customer support. We understand the cost-of-living crisis is impacting people's ability to heat and ventilate their homes, so we've raised awareness on the support available to customers via our tenancy sustainment team.

Jane Clarges, Customer Liaison Manager

Jane helped to form the new damp and mould team from talented colleagues across the business and explains why this has been so important.

"Having a dedicated team helps us take the right approach to resolving damp and mould in a customer's home. It also reassures our customers that we are taking all reports very seriously and are working hard to look at future proofing our properties."





Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

Responsive repairs

We've experienced a surge in requests for repairs in the past 12 months. This has partly been driven by positive intervention from the government, Regulator and Ombudsman to drive up standards across the sector, especially in relation to damp and mould.

More than **85,000 responsive repairs** have been carried out by Pyramid Plus and our external contractors in 2022/23. We weren't initially prepared for the high volume of requests we received, resulting in a slower response time than we would have liked. On average, repairs were completed within 20 days. This is outside our target of 15 days and longer than the 13-day average we managed to achieve in 2021/22.

We know we need to find solutions quicker. We've taken significant steps in the right direction to make sure repairs are completed faster, fixed first time, with clear information along the way. We've also made it easier for customers to get in contact with us and empowered colleagues closer to the frontline to respond quicker.

Lifts

Lift servicing has been an issue this year for us and many other housing associations due to a shortage of lift engineers and supply chain challenges for lift parts. 82% of our domestic lifts hold a current Lifting Operations and Lifting Equipment Regulations (LOLER) examination, compared to 85.6% in 2021/22, which falls short of our 100% target. This remains a priority area for us, and we're carrying out a review to improve the way we manage this vital work.



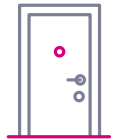
Planned maintenance

We want to continuously improve our customers' homes. In 2022/23 we spent £6.9 million on cyclical repairs on more than 3,000 properties and carried out 1,100 inspections. These works achieved a 95% customer satisfaction score.

Planned maintenance highlights:

578

doors replaced



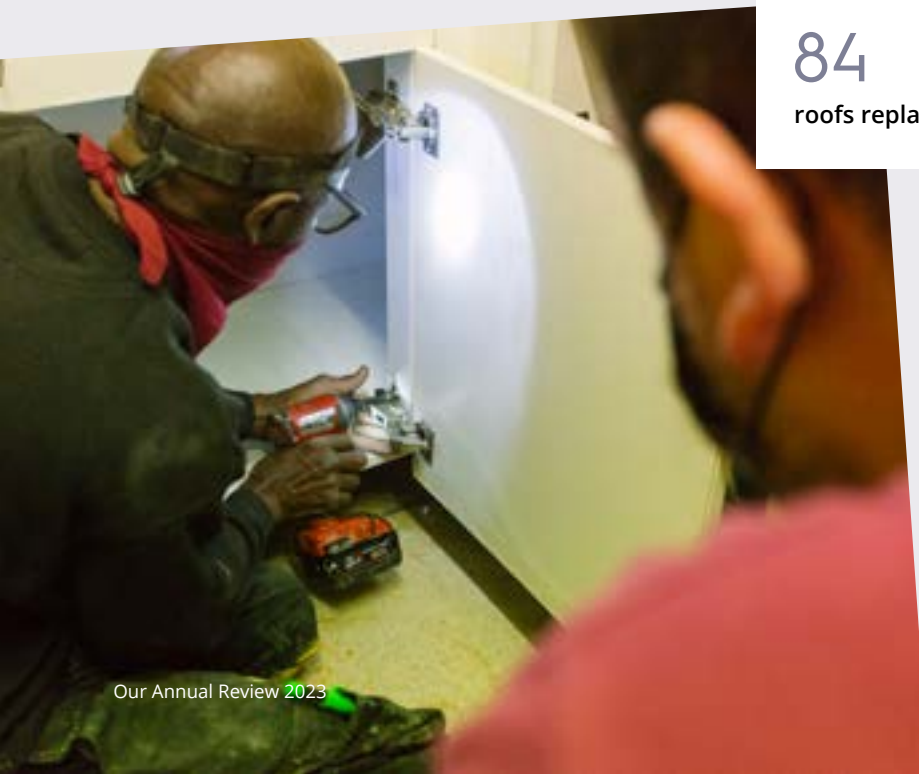
486

windows replaced



84

roofs replaced





Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable

In the past 12 months we completed 80% of planned maintenance repairs against budget, including kitchens, bathrooms, windows, doors, and decorations. This falls short of the 87% achieved in 2021/22 and against a target of 100%, due to issues including shortages of materials and labour. We installed **338 kitchens** (273 in 2021/22) and **276 bathrooms** (150 in 2021/22), having increased resources to meet demand.

Our **decent homes compliance figure** for 2022/23 was 99.9%. There are 26 outstanding homes, which are either in progress, or our customer has declined to have work carried out.

We completed a fire risk assessment for every single home we manage. This is up from 97.6% in 2021/22. We've also carried out 93.2% of fire risk actions within date, against a target of 85%.

Mr Khosla from Ealing

Mr Khosla was very happy with his kitchen and bathroom renovation and thanked one of our project managers, Emily. He said:

"It is very rare that you get to meet someone who is so helpful. Emily has really helped make this process easy. My wife and I are going into our seventies so it's quite daunting to do all this now. If it wasn't for Emily's kindness - we would have struggled."

Anti-social behaviour (ASB)

Everyone deserves to feel safe in their homes and communities. We're working with our customers where anti-social behaviour (ASB) is an issue and have created a resident involvement group and action plan to raise awareness and provide useful organisations to contact. We aim to accelerate our response, address the causes, and take preventative action.

Last year, we investigated 549 cases of anti-social behaviour. On average, we resolved complaints of ASB within 83 days, quicker than our target of 90 days. Complex cases of ASB, such as those involving legal action, can often take longer than 90 days to get a resolution.





Our Group performance

Homes and neighbourhoods that are safe, high quality and sustainable



Looking ahead

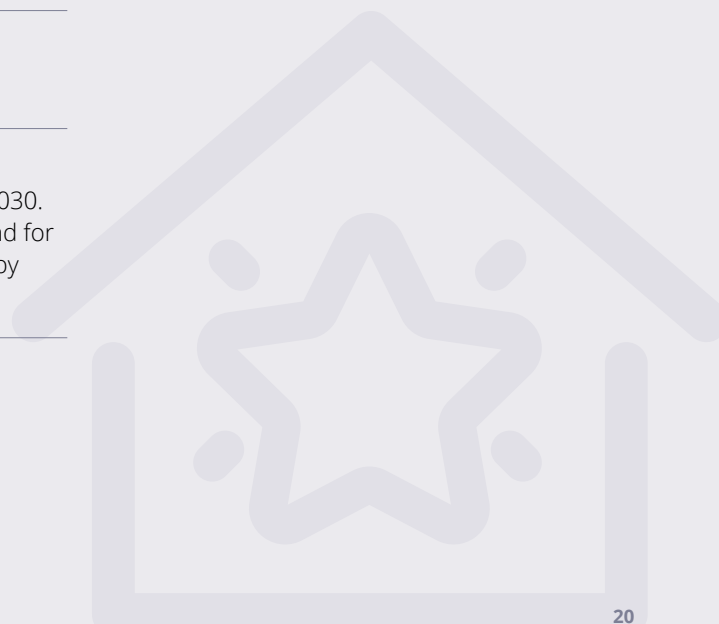
Our priorities for strategy period to 2030

Deliver our continuous programme of improving homes, based on our assessment of what we need to invest and deliver to meet legal standards as well as our own commitments, so that our customers are safe and affordably warm

Complete building safety cases and action plans for tall buildings to meet the requirements of the Building Safety Act, for buildings over 18 metres (and extending to those over 11 metres as and when the remit extends)

Accelerate the redevelopment of homes and estates, considering investment needs and decarbonisation

Achieve our target for all new homes to be Energy Performance Certificate (EPC) rated C and above by 2030. We have a Standard Assessment Procedure (SAP) band for all our properties. The SAP band targets are all SAPC by 2035 in line with government expectation.





Our Group performance



Customer care:
respond and resolve
with respect





Our Group performance

Customer care: respond and resolve with respect

We're committed to **building strong relationships** with our customers and delivering a **high level of service** to them.

Our responsibility is to ensure they're better informed, receive a more efficient service and know they are being listened to.

Overview

80%

customer satisfaction score
(combined feedback on repairs complaints and contact centre, 82% in 2021/22)



Social value:

£11.2 million

achieved through **community investment** activities



How easy we are to deal with?

Score of 4.1 slightly outside our target of 4.0 and behind our performance in the previous year (3.8 in 2021/22)

Lower score means lower effort, which is what we aim for.



2,200+

customers claimed over

£7 million

in **financial support**





Our Group performance

Customer care: respond and resolve with respect

Our ambition

We will listen to our customers, use our data and insight to drive improvements, especially for repairs, maintenance, and leaseholder services.

Our new housing management software will improve how easy it is to deal with us, help us to achieve zero repeats and we'll promote self-serve through our digital channels. We've set ourselves high standards and will also meet those set by the Regulator and Ombudsman. We've introduced a customer engagement framework, so our customers have stronger involvement in our work, better visibility and oversight of our performance, and a louder voice to influence what we do.

Across our customer service we will improve our:

- 1 Speed
- 2 Responsiveness
- 3 Quality
- 4 Consistency
- 5 Use of feedback

Our progress in 2022/23

STRATEGIC KPI	2022/23 ACHIEVED	2022/23 TARGET	2021/22 ACHIEVED
Deliver customer promise: customer effort score (weighted average of customer contact centre, repairs and complaint handling) ¹	4.1	<4.0	3.8
Deliver social impact: social value through community work and investment	£11.2m	£9.0m	£11.0m
Complaints – % escalated to the Ombudsman	1.2%	<1.0%	1.0%

¹ Due to survey issues, the 2021/22 score did not include satisfaction with complaint handling, so the two years are not entirely comparable.

Customers need us more than ever

We know we need to do more to meet the needs of our customers. This year we have taken stock and placed an emphasis on doing the basics right. The challenging economic environment means now more than ever we need to deliver value for money.

We welcomed the government's 'Make Things Right' campaign encouraging customers to raise complaints with their landlord. We've also reached out to our customers and made it easier for them to report any issues. As a result, we saw an increase in complaints and this higher volume meant it took longer for us to respond than we would have liked.

We want to do things right the first time and know our customers get frustrated if this doesn't happen. In 2022/23, we resolved **93% of complaints without needing any further investigation**. Two thirds (66%) of complaints related to responsive repairs, mechanical, electrical and gas issues including waiting times and quality of work. Others related to service standards and how well we keep customers informed.

We recorded a **customer satisfaction score** of 80%, against a target of 82%. This rating combines our customer satisfaction with repairs (86%), complaints (81%) and our customer contact centre (75%).

We responded to 73% of complaints within a 10-day response time, which falls short of our target of 90%. This was caused by several factors, including higher than expected numbers of complaints and we are working hard to improve. We take all complaints very seriously and just **1.2% were escalated to the Ombudsman**. This is slightly above the 1.0% we achieved in 2021/22 and above our 1.0% target. Providing a high quality service to customers remains a high priority and so we have raised our target to respond to 100% of complaints within our target timescales and are working to make sure our complaint performance handling is more visible.

We've introduced a monthly forum for Heads of Service and Directors to progress solutions for longer standing complaints. The government has also introduced new **tenancy satisfaction measures** that can be used to draw comparisons with other housing associations, and we will be using these customer responses to improve our ways of working.



Our Group performance

Customer care: respond and resolve with respect

Social impact and community work

We continue to invest in the communities we operate in, despite the challenging economic environment. We generated £11.2 million in social value in 2022/23 through various community projects, exceeding our target of £9 million.

Social impact and community work highlights:

- 5,800 customers accessed financial and wellbeing support
- 2,668 customers participated in community projects
- £524,000 of external funding secured
- Over £300,000 in grant funding distributed to over 28 community organisations
- Shortlisted for Best Supported Housing Landlord at the UK Housing Awards
- £12,800 in food and household energy help distributed in the past six months through our partnership with charity Charis
- Nominated for Digital Housing Digital Award, for our Springboard Grant.

Our Pathways Programme is helping customers like Dawn to progress with their career.

Dawn McWhinney, a customer in south-west London, was helped to secure a new job as a HR Coordinator after enrolling onto our Pathways Programme.

Our employment advisors create personalised plans for customers, including help with CVs and access to training. Dawn said:

“What I’ve really appreciated was being encouraged, but mostly, it was having someone who believed in me and didn’t limit my expectations.”





Our Group performance

Customer care: respond and resolve with respect



Seven customers split more than £14,000 to fund their business dreams.

Seven customers secured a combined £14,272 in business funding after reaching the final of our Enterprise Programme, including workshops and help with business plans. Jo Evans, Director of Specialist Housing, who was on the judging panel, said:

“We were really impressed by the quality and professionalism of the finalists, and their determination to succeed. It was an absolute joy to be part of a programme that can help each of them towards their business dreams.”

Care and support services meeting best practice criteria at internal audit

An internal audit found 95% of our Specialist Housing services met the best practice criteria. This is an increase of 4% from last quarter and matched our 95% target. Standard assessments are undertaken in all operational areas – support, care, intensive housing management, housing management and catering.

New tenders secured for Specialist Housing

We’ve successfully grown and retained several important support service contracts in 2022/23. The combined annual contract value of bids won this year totals more than £1 million in funding for our essential support services.

We secured a tender to remain the key provider of domestic abuse services in Oxfordshire for the next three years. The opportunity, worth £688,200 per year, will deliver key services, including 16 supported refuge units, place of safety accommodation and support.

Raising awareness of domestic abuse against men

Our Domestic Outreach team in Buckinghamshire has been raising awareness of domestic abuse against men. The initiative forms part of a wider campaign supporting those at risk, and we are joining the Domestic Abuse Housing Alliance (DAHA).

Nikki Burnham, one of our Domestic Outreach Officers said: “We’ve got a new division in Buckinghamshire, and we are working with communities that are harder to reach. We are with clients every step of the way, helping them into places of safety.”

Shajaat Hussain, Operations Manager

Shajaat recently managed our domestic abuse services helping people in vulnerable circumstances. He said:

“I have a great interest in this area having a background in law and knowledge around honour-based violence. I went out to the refuges and have seen the hard work the team do to support people who come through the service.”

Our Group performance

Customer care: respond and resolve with respect



Tender to deliver social inclusion support and housing in Winchester City

Specialist Housing colleagues will deliver supported accommodation and 24-hour intensive support for adults who are homeless or imminently at risk of homelessness in partnership with Hampshire County Council and Winchester City Council.

The opportunity, worth £326,000 per year, delivers an award-winning approach to social inclusion. This includes implementing a Psychologically Informed Environment (PIE) model to help identify the strengths and talents of people in vulnerable circumstances and give them the best opportunity to thrive. The Westview scheme in Winchester City provides intensive support for 25 adults looking to move on to independent accommodation.



Young mother thanks colleagues for the support they have shown her

Chloe, 20, moved into Bramlings House in Newbury - a specialist scheme for young people and parents aged 16-24. At the time, she was pregnant with her first child and had unfortunately experienced a family breakdown – at times she found herself sofa-surfing. Chloe and her son now have a safe place to call home. She said:

“The staff are very welcoming, it’s easy to get along in here. It’s a nice community to be a part of. My support worker Geanette is lovely, so easy to talk to.”

Jacob, 22, is turning his life around with the support of colleagues at Matilda House.

Jacob, 22, moved into Matilda House - a supported housing scheme in Oxford for those who have experienced homelessness. He has completed alcohol detox and cleared his debts. He’s full of praise for our colleagues and is now looking forward to the future. Jacob said:

“Matilda House is very important for the community, helping people who live on the streets. Now I’m looking to get my own place, and college courses too.”



Our Group performance

Customer care: respond and resolve with respect



Housing Officer Faheem Chudry works closely with the UASC Service.

As part of the Unaccompanied Asylum Seeking Children (UASC) service, supported accommodation units have opened in places including Oxford and Reading. Faheem said:

"I cover a large patch of different services, from Salisbury into London, out to Banbury and Wokingham. I work with the unaccompanied asylum seekers service, domestic abuse service, young people, young parents, the rough sleepers initiative, and complex needs."

Donations fund

Our donations fund has provided **£44,395 to our customers** for a variety of purposes including TVs for communal areas, garden furniture, art supplies, barbeques, and events such as the King's Coronation.

Applications increased by **118% in 2022/23** and the funding awarded rose by 52%. This year's fund generated £220,000 in social value.

UASC Service

(Unaccompanied Asylum-Seeking Children project in Oxford)

Our Specialist Housing team launched a new scheme to help asylum seeking children and the service has expanded to include 18 units of accommodation.

Empty properties

We've taken longer to fill properties between tenancies in 2022/23 with an average of 38 days. This is slightly above our target of 30 days. Many factors contributed to this, including employee shortages and external factors such as a continued backlog following Covid-19, delays with local authorities providing nominations and a high level of property refusals.

We began to see vast improvements from November 2022 onwards after employee levels returned to normal. We upskilled colleagues from across the business to help drive down the turnaround times and new processes were implemented to better manage and prioritise customers. The hard work and dedication of colleagues was demonstrated in March 2023, when we set a record of 13 days.

Our Group performance

Customer care: respond and resolve with respect



Tenancy sustainment

The rising cost-of-living meant it was more important than ever to help our customers pay their bills. We saw referrals for 'money management' assistance increase by 57% from 2021/22. As a result of the many support schemes on offer, rent arrears remained relatively low at **3.6%**, marginally higher than the 3.4% target. This is among the lowest in the G15 group of London's largest housing associations.

Our Tenancy Sustainment team helped more than **2,200 customers** claim more than **£7 million** in financial support in 2022/23. Through these referrals our customers were assisted with a range of services, including utility bills discounts and Universal Credit applications.

We also accessed over **£115,000 in charitable grants** for funding, including 135 successful applications to our **Tenancy Sustainment Fund**. The funding has helped our customers in many ways, including purchasing white goods, school uniforms, and clearing debts. In December 2022, energy and food vouchers were made available to customers who found themselves with no means of topping up electric/gas meters or buying food. From December to the end of March, 166 energy vouchers and 117 supermarket vouchers were issued.

Customer helped to secure £18,000 from the Department of Work and Pensions

Tenancy Sustainment Officer Raycyne helped one of our customers to secure more than £18,000 in welfare benefits and become more financially secure in her home.

Raycyne began supporting Jane (not her real name) with her Personal Independence Payment (PIP) application in November 2020. She was on hand through a series of unsuccessful tribunal hearings. But this did not deter Raycyne who wanted to make sure Jane received the funds she was entitled to.

Finally in March 2023, Jane received a backdated payment of £18,500 from the DWP along with an ongoing monthly award of £748.58. Jane said:

"Raycyne has been my biggest supporter. I suffer with anxiety and find new situations overwhelming; she has helped me settle in, guiding me with finances, understanding utility bills and even securing some funding for household essentials like carpet! Nothing has been too much trouble, and I am forever grateful for the support I've received."



Our Group performance

Customer care: respond and resolve with respect



Looking ahead

Going forward we will:

Complete and embed measurement and reporting for the new Tenant Satisfaction Measures

Continue to improve our complaints handling and response processes, to resolve complaints faster and more effectively, with a new customer scrutiny group to oversee our approach

Provide a digital roadmap to solve standard questions and transactions through digital means quickly and easily for customers, while providing telephone and in person responses to more complex queries and for customers who do not use digital channels

Undertake focused work to improve the customer experience, including leasehold customers, where satisfaction tends to be lower.





Our Group performance



Development to meet housing needs





Our Group performance

Development to meet housing needs

We're committed to **building high quality affordable and social homes** for people who need them most in the areas with greatest need.

To help fund this commitment and meet the growing demand for housing, we also build homes for social and private sale through our FABRICA marketing brand. All our profits are reinvested into building more affordable homes and providing services for the communities we operate in.

Overview

745

New homes completed



340

New homes started on-site



1,748

Homes in our two-year development pipeline



Development to meet housing needs

Our ambition

Deliver new and redeveloped homes where they are needed the most

Build homes for social and private sale – with profits reinvested into providing more homes for affordable and social rent

Use our pipeline and strategic land bank to ensure we can grow our housing and placemaking offer and increase our joint venture working

Meet our sustainability and carbon targets

Mitigate economic pressures by reviewing our long-term partnerships and find ways to share opportunities, control costs, protect margins and minimise risks.

Our progress in 2022/23

NEW HOMES	2022/23 ACHIEVED	2022/23 TARGET	2021/22 ACHIEVED
New homes handed over	745	775	971
New homes starting on-site	340	375	540
Sales (number of homes and sales income) ¹	346 units £100.4m	416 units £121.8m	505 units £141.0m

¹ Sales information excludes joint ventures

Building homes in the face of continuing challenges

We have successfully completed **745 homes this year**. This figure is 4% below our target of 775 and 226 fewer than last year.

These included **477 (64%) affordable homes**, including shared ownership, keyworker accommodation and homes for affordable rent. The remaining 268 homes were developed for private sale (52 of these developed through joint ventures), not all of these had been sold by year end. This made us re-assess the viability of planned schemes and resulted in some development opportunities being shelved.



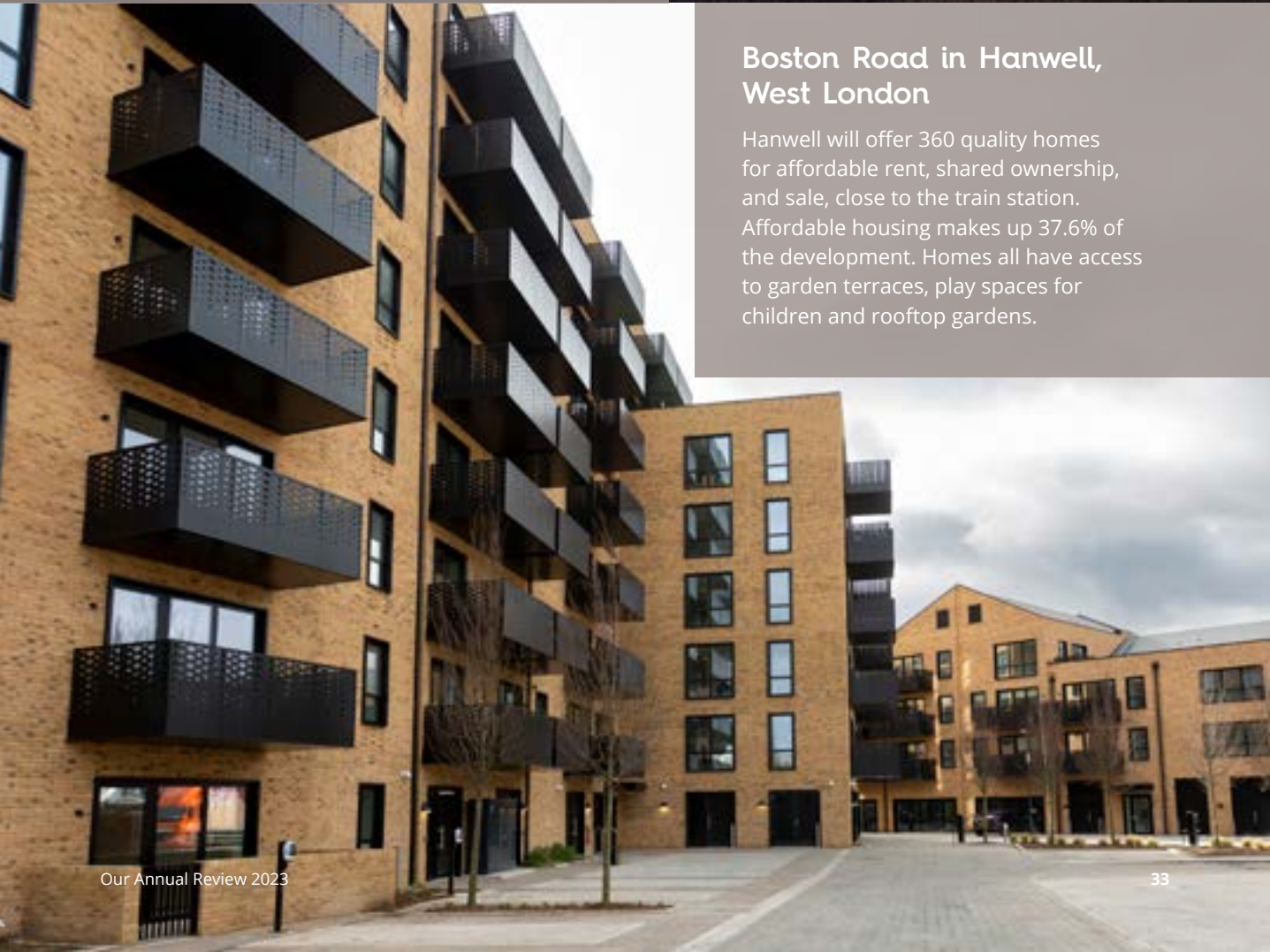


Development to meet housing needs



Churchill Drive (Spencer Court) in Oxford

This much-needed development is made up of fully furnished apartments for 91 hospital employees. The new homes are within walking distance of Churchill Hospital and provide NHS keyworkers with more affordable rents, helping with recruitment and retention. The apartments form part of a wider project to deliver more affordable homes to Oxford University Hospital staff.



Boston Road in Hanwell, West London

Hanwell will offer 360 quality homes for affordable rent, shared ownership, and sale, close to the train station. Affordable housing makes up 37.6% of the development. Homes all have access to garden terraces, play spaces for children and rooftop gardens.



Our Group performance

Development to meet housing needs

Elmsbrook, Bicester

Work continues at our Bicester scheme, one of the UK's first eco-towns and the only true zero carbon development of its size, with 397 homes all offering sustainable living, including 93 affordable rent and 23 shared ownership homes. Professor Chris Whitty, England's Chief Medical Officer, visited in November 2022 as part of an initiative to create sustainable, thriving communities, supporting people to live healthier lives.



Amber Parkside in Cranleigh, Surrey

Amber Parkside is a self-build scheme providing 73 homes, including 10 units for shared ownership and 6 units for affordable rent. We will manage and contribute to a new park and amphitheatre, creating a public green space which will be managed by the Knowle Park Trust.



Our Group performance

Development to meet housing needs



Mytchett with Nicholas King Homes

This scenic development with 248 homes includes 155 homes for private sale, 47 for shared ownership and 46 for affordable rent. The aim is to create a growing lakeside community of energy-efficient new homes, with 3, 4 and 5 bedroom properties. Located on six hectares of land, the development has 2.3km of circular walking and cycling paths.

Sales

In 2022/23, we completed the sale of **346 units worth £100.4 million**. Shared ownership and private sales remained strong despite challenging market conditions. However, overall sales fell short of our target of **416 units (£121.8 million)** and were affected by building delays, completions being pushed back into the next financial year and a lower number of customer enquiries. External factors also contributed to this outcome, including rising inflation, higher interest rates and continued issues with global supply chains.

The profits from these sales are used, along with our debt funding and social housing grant, to fund new affordable housing.

Starts on-site

We achieved **340 starts on-site** as of 31 March 2023, against a target of 375, with construction delays and increased costs impacting the timescales for these building projects. We will continue to develop the sites we already have underway and fulfil our programme of development, with a target of **719 new homes** to be handed over next year.

Change in focus

While we are committed to building more affordable and social housing, the current economic climate has meant we've had to put more emphasis on our existing homes and assets. Going forward we're placing more emphasis on redevelopment, with a focus on quality and safety.

Our Group performance

Development to meet housing needs



Looking ahead

Starting in 2023/24 we will:

Deliver our existing build programme

Create a refreshed plan for land buying, development, and asset management across our business

Evaluate, model and plan for recession and other challenging scenarios to protect our development pipeline and adjust for economic shocks

Commission an independent annual review of hurdle rates and appraisal assumptions which provide the thresholds for our schemes, so we enter at the right levels and achieve the returns that we need

Investigate new ways of funding and partnerships.

Sales target

We are continuing to work towards our sales target, building on the **56 advance sales** already secured (as at 31 March 2023).



New sites

We have

1,748 units

in our development pipeline over the next two years of which:

50%

will be for private sale



50%

will be affordable rent, private rent, and shared ownership



Our Group performance



A strong, sustainable and effective organisation





Our Group performance

A strong, sustainable and effective organisation



To deliver **value for money** for our customers and meet the **growing housing demand** we have to ensure our business is **financially sustainable and secure**.

We want to maintain and wherever possible exceed governance, compliance, and regulatory requirements to provide assurances for all of our stakeholders. We take our responsibility seriously around our environmental impact and this remains at the forefront of our decision-making.

Overview

Fitch A

credit rating



82%

employee engagement score



Our Group performance

A strong, sustainable and effective organisation



Our ambition

We will manage our cost base to sustain our service delivery and help withstand external shocks

We will provide a value for money service, maximise our social impact and look at new income streams to grow

We will use benchmarking to understand potential to improve, and business intelligence to target our resources

We will take our responsibility seriously around our environmental impact and will improve our performance and reduce carbon emissions.

Our progress in 2022/23

STRATEGIC KPI ACHIEVED	2022/23 ACHIEVED	2022/23 TARGET	2021/22 ACHIEVED
Transform the way our organisation works: implement Fit for the Future Programme and deliver defined benefits	User Acceptance Testing underway	100% of milestones	100% of refreshed project plan
Improve our financial performance: operating margin	11.2%	17.7%	20.1%
Sales margin (including joint venture sales)	11.5%	16.1%	14.0%
Safeguard / maintain confidence of our lenders, stakeholders, and shareholders: credit rating	A	A	A
Regulatory rating	G1/V2 (under review)	G1/V2	G1/V2
Ensure we have the investment, resources, and excellence to protect the organisation: colleague engagement	82%	83%	81%

Our financial performance against a backdrop of continuing challenge

This year has seen a marked fall in our surplus, and we are reporting a deficit for 2022/23 of £12.8 million, which is a reduction year on year of £53.2 million. This has come at a time when we have been increasing our investment in our existing homes, while being impacted by huge increases in operational costs, and a fall in our property sales.

Operating margin

We achieved an **operating margin of 11.2%** in 2022/23. This is lower than the 20.1% achieved in 2021/22.

External funding and liquidity

We continue to enjoy good access to funds via banks and capital markets. We repaid in full a £150 million retail bond that was issued in 2013 and are reviewing a number of initiatives to reduce our average cost of funds.

Financial planning for the future

Our priority is to safeguard the organisation for the benefit of our customers. We have taken action to help protect the organisation from the impact of external economic conditions in future. We also have a commitment to protect our customers' homes and the services we offer them, so we will be investing in these as a priority.



Our Group performance

A strong, sustainable and effective organisation

Regulatory ratings

Fitch maintained our A credit rating in October 2022. This allows the business to borrow at the best possible rates and demonstrates the security of the Group for lenders and bond investors.

Colleague engagement

Colleagues have continued to show adaptability and resilience throughout the past 12 months. Internally, we made a sustained effort to equip colleagues with the necessary tools to stay connected with each other as we continue to operate a hybrid working model, with colleagues working in the office, remotely and on-site. This year our employee engagement score was 82%. This represents a 1% rise from 12 months ago but falls short of our 83% target. However, this remains 5% higher than the external benchmark.

Increased transparency

To become a more effective organisation we've reached out to our customers and other stakeholders, including MPs and local councillors, to find out what they really think of us and how we can do better. This feedback helped to inform our new corporate strategy and we'll continue to partner with our stakeholders as we work to improve our services.

Equality, Diversity & Inclusion

We've continued to take steps to improve Equality, Diversity & Inclusion (ED&I):

We launched our ED&I reverse mentoring programme with our CEO, Ian Wardle. Ian attends meetings with members of our diverse ethnic minority community to discuss their experiences and this helps to shape our agenda for 2023/24

The ED&I theme of our employee survey scored 80%, in relation to fairness, respect and being myself at work

We also launched our first LGBTQ+ community which is a safe and confidential support group and held our first transgender awareness webinar

Secured Greater London Authority funding in recognition of our commitment to ED&I.



Our Group performance

A strong, sustainable and effective organisation



Chris Whitty visit to Elmsbrook, Bicester



Fit for the Future

The Fit for the Future (FFP) multi-year programme aims to significantly improve the way we work and the services we provide to customers. The programme will provide a single version of the truth across our key data and automate how we capture information for all routine customer transactions.

We're currently working on phase 3 of the project, and we know this has taken a long time to get where it is today. This is partly due to continuous changing needs of our workforce, working remotely, in offices and directly with our customers.

We want to ensure that FFP is the best it can possibly be, so we are not rushing ahead. We are now confident that we will be able to find a solution that will work for everyone.

Environmental, Social and Governance (ESG) reporting

We published our second ESG report in 2022. In 2020/21, we were early adopters of ESG reporting amongst our peers, reflecting our clear social purpose and commitment to sustainability.

Digital transformation and cyber security

We continue to invest in cyber security and as part of this we completed a cyber business continuity test. This ensures our business and customer data are protected from online threats.

Our Group performance

A strong, sustainable and effective organisation



Looking ahead

From 2023/24 and in the years ahead, we will:

Update our target operating model to enhance our ways of working and processes

Drive efficiency to manage down costs in proportion to our income

Ensure our Fit for the Future programme provides maximum benefit of our customers

Continue our equality, diversity, and inclusion (ED&I) plan

Refresh our financial strategy to support the delivery of our new corporate plan

Be more accessible and responsive for our customers.





Financial performance summary

The Group has had a **particularly challenging year**, with our financial position impacted by the **tough economic environment** that the sector and wider economy have been facing.

The Group has seen significant increases in operational costs, a decrease in sales, and has continued to increase spending to ensure our homes are safe and comply with new regulations. The result for the year was further impacted by

impairments on schemes in development and costs of aborting potential developments as we continue to assess schemes' feasibility given the current economic conditions.

Group statement of comprehensive income and expenditure	2023	2022
	£m	£m Restated
Turnover	389.1	465.8
Cost of sales	(96.1)	(181.6)
Operating costs	(270.7)	(213.0)
Surplus on sale of fixed assets	14.4	13.3
Share of jointly controlled entity operating profit	6.7	9.2
Operating surplus	43.4	93.7
Operating margin	11.2%	20.1%
Net interest charges	(66.9)	(65.5)
(Deficit)/Surplus after interest charges	(23.5)	28.2
Change in fair value of investments	(0.8)	8.4
Movement in fair value of financial instruments	4.7	2.7
Movement in fair value of investment properties	0.6	9.0
Tax on surplus on ordinary activities	7.1	(6.4)
Non-controlling interest	(0.9)	(1.5)
(Deficit)/Surplus for the financial year	(12.8)	40.4



Turnover for the year is down 16.5%, with the largest impact from no land sales in 2022/23 versus £55.1 million in 2021/22. In addition, property sales fell by £40.6 million year on year, which was a larger reduction than had been anticipated in the budget (£23.7 million) with the completion of some schemes delayed until 2023/24.

Overall, the result for the year was a deficit of £12.8 million with operating costs increasing by £57.7 million, a 27.1% increase year on year. In assessing the viability of schemes, in the light of the current economic environment, there were a number of potential development schemes aborted costing £7.9 million as well as active scheme impairments of £16.9 million. Cost of sales includes £7.6 million in scheme write downs and when combined with the drop in sales contributed a reduction in surplus of £10.6 million. Over and above the impacts from

development activities, operating costs were also affected by inflation with increases in management costs of £9.3 million and service charge costs of £3.4 million, the largest impact in both of these areas coming from higher utility costs of £7.0 million. Leasehold costs were also affected by the same cost drivers, up by £7.6 million. Responsive repair costs rose by £6.4 million, from inflation increases and a higher volume of works than anticipated. We continued to increase our investment in our stock (£15.1 million) through our planned and major works programmes, with £13.1 million capitalised.

Net interest charges were up on last year by £1.4 million despite our overall loans and borrowings reducing year on year by £106.7 million. This is due to a lower level of capitalisation of interest on properties under construction compared to the previous year and higher interest rates.

Group statement of financial position	2023 £m	2022 £m Restated ¹
Fixed assets and investments	3,600.2	3,624.0
Current assets	275.3	420.9
Total creditors including loans and borrowings	(2,834.3)	(3,023.4)
Non-controlling interest	(1.4)	(1.7)
Net reserves	1,039.8	1,019.8

The Group's reserves have increased in 2022/23 despite the deficit for the year due largely to a £29.3 million movement in fair value of hedging instruments.

Fixed assets and investments are slightly down year on year, due to the sale of one fixed asset investment property scheme partially offset by an increase year on year of construction work and works to existing properties, highlighting our ongoing investment in development of new schemes and maintenance of existing stock. The additions to fixed asset housing properties were reduced by impairments totalling £16.9 million.

Current assets have reduced reflecting lower work in progress, other debtors, loans due to joint ventures and cash.

Total creditors are lower year on year reflecting the repayment of a £150.0 million bond.

The balance sheet of the Group continues to remain strong enabling it to weather the current and any future challenges the economic environment is likely to present.





Board of management



Alan Collett
Chair

Alan has an extensive background in private sector housing development, investment and valuation. He was President of the Royal Institution of Chartered Surveyors (RICS) for 2012/13, and recently completed a 9-year term as Non-Executive Director of the Hyde Group, where he was Chair for the last three years. Previous non-executive roles include being a Board Member at the Empty Homes Agency, and Chairman of the British Property

Federation Residential Committee. He is currently a director of M&G Residential Limited Partnership, an Honorary Fellow of the University College of Estate Management, an adviser to Hearthstone Investments and the home investor fund. With a strong interest in providing new homes, Alan was also a member of the National House Building Council for 9 years.



Rachel Bowden

Rachel is a Chartered Internal Auditor and the Founder and Director of Thinking Audit Ltd, providing governance and assurance support to a diverse range of organisations from local authorities to FTSE100 businesses. Rachel is our Chair of the Audit, Risk and Assurance Committee.



Ozzie Clarke-Binns

Ozzie has spent over two decades as an independent advisor and board member for various organisations, including the London 2012 Organising Committee, the Metropolitan Police and the Royal National Institute of Blind People. Ozzie specialises in people and culture change, having worked for companies from Channel 4 to University College London. Currently, he is People Director at Otta and an advisor on mayoral appointments for the Mayor of London. Ozzie is a member of our Customer Service Committee.



Andrew Kirkman

Andrew is Chief Financial Officer of CLS Holdings PLC, a FTSE 250 property investment company. Previously, he was Finance Director at Harworth Group PLC and Finance Director at Viridor, as well as Chief Financial Officer at Balfour Beatty Capital and Global Head of Corporate Finance at Bovis Lend Lease. Andrew is a Fellow of the Institute of Chartered Accountants and has an MA (Oxon) in Politics, Philosophy and Economics. Andrew is a member of our Finance Committee.



(Appointed 1 May 2022)

Alex Roth

Alex has worked in the technology and digital space for over 20 years across a range of industries and organisations. He is a specialist in digital transformation, both from a technology and organisational change perspective. Alex was the Global Head of Digital delivery for British American Tobacco before taking up the role of Chief Information officer for Landsec. He is currently Chief Digital Officer at Informa. Alex is a co-optee on A2Dominion's Customer Service Committee and a member of the Audit, Risk and Assurance Committee.



Caroline Tiller

Caroline has over 30 years' housing experience and was an active member of the National Housing Federation (NHF) Regional Committee and the NHF Small Housing Associations Committee. Caroline is a Trustee of Basingstoke Almshouse Charity. Caroline chairs our Customer Service Committee and is a member of our Governance and Remuneration Committee.



(Appointed 1 May 2022)

Nigel Turner

Nigel has worked in the development and investment sector for over 30 years having previously been COO at McCarthy Stone and Executive Director for Developments, Property and Business Services at Kier Group. He is a chartered surveyor, with extensive experience in development and regeneration and a particular focus on operational excellence, quality and customers. Nigel is Chair of our Strategic Development and Assets Committee. He is also on our Audit, Risk and Assurance Committee.



Peter Walker

Peter has over 35 years' experience in the finance sector, with private and public sector board-level experience centred on change, growth and service delivery. He was previously Chief Operating Officer of Kleinwort Benson Private Bank and of The Pension Protection Fund. Peter is our Senior Independent Director, chairs our Finance Committee and is also a member of our Governance and Remuneration Committee.



Ian Wardle
Group Chief Executive

Ian joined A2Dominion in September 2022, having previously been Chief Executive at Thirteen Group since 2016. Prior to this, Ian was Managing Director of Reading Borough Council, Director of Regeneration Services at Redcar & Cleveland Borough Council, Project Director for the Sunnyside Regeneration Project in Sunderland, and Development Director at Taylor Wimpey.



(Appointed 1 May 2022)

Dennis Watson

Dennis has over 35 years' experience in the banking sector. His last role at Barclays was Managing Director and Head of Real Estate, leading teams that serviced the bank's UK commercial and residential property companies. He has also run teams focussed on structuring funding solutions for the Housing Association, Local Authority, Education and Project Finance sectors. Dennis is a member of our Strategic Development and Assets Committee and our Finance Committee.



Louise Wilson

Louise is a highly experienced people professional who has led the global people functions at high street retailers The Body Shop and Clarks the shoe company. She now works as an advisor, mentor and leadership facilitator for various organisations. Louise is a supporter of the arts and is a Trustee on an arts-focused charity. She also sits on the board and is Chair of the Remuneration Committee of Suffolk Group Holdings (Trading as Vertas Group), and sits on the board, Services and People committees of Thames Reach (a charity for people experiencing homelessness). Louise Chairs our Governance and Remuneration Committee.



Executive officers



Ian Wardle

Group Chief Executive

Ian joined A2Dominion in September 2022, having previously been Chief Executive at Thirteen Group since 2016. Prior to this, Ian was Managing Director of Reading Borough Council, Director of Regeneration Services at Redcar & Cleveland Borough Council, Project Director for the Sunnyside Regeneration Project in Sunderland, and Development Director at Taylor Wimpey.



(Appointed 1 April 2023)

Tracey Barnes

Executive Director (Central & Financial Services)

Tracey has over 35 years' experience in finance roles, including as a Director at Board level with experience in the social housing, consumer products and manufacturing sectors across four continents. Tracey previously worked at Sovereign Housing Association, where she was Chief Finance Officer. Prior to this, she worked at Diageo for 20 years, holding a number of roles including Chief Finance Officer of East African Breweries Ltd, Chief Finance Officer of Diageo Ireland and Managing Director of Diageo Business Services India.



Andrew Boyes

Executive Director (Change & IT)

Andrew has over 30 years' experience in IT, working across a broad range of business sectors including housing, insurance, retail and distribution. Andrew has been an IT Director since 1998, holding three IT Director roles before he joined A2Dominion in 2009 as Group Director of IT. He became Executive Director (Change and IT) in 2014.



Nick Hutchings

Executive Director (Managing Director, Commercial)

Nick has over 30 years' experience in the housebuilding industry and formerly worked at the Berkeley Group, one of the most respected housebuilding brands in the industry, where he held senior management posts including Land Director and Managing Director of St George Central London.



Michael Reece

Executive Director (Operations)

Michael has over 30 years' experience in the housing sector and has worked for housing associations, contractors and consultants. Michael joined A2Dominion from Savills, one of the most respected consultants in the sector. Prior to this he was Group Operations Director at Aster Group, where he worked for just under 12 years. Michael has a law degree and an MBA.



Dean Tufts

Executive Director (Finance & Strategy)

Dean is a chartered accountant and has worked in the housing industry for over 30 years. Dean was Group Finance Director of Dominion Housing Group for four years. Prior to that he was Finance Director of its forerunner Acton Housing Association for 11 years, joining the association from McCarthy & Stone Plc. Dean is an Associate of the Institute of Chartered Accountants in England and Wales.

For our full annual report
and accounts please go to
a2dominiongroup.co.uk/reports



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INVESTORS IN PEOPLE
We invest in people Gold



**Investors
in People** | Health &
Wellbeing
Award



A2Dominion Housing Group Ltd (an exempt charity registered under the Co-operative & Community Benefit Societies Act 2014 Sco. No. 28985R, RSH Reg. L4240).

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