



# **Growing naturally, growing sustainably**

**Annual Report 2018/19**



Supporting BME Communities  
and Multi-Cultural Neighbourhoods





# How does your garden grow?

**Here at Unity, quite naturally - and sustainably. All you need is some sun, some rain, some hard work and then leave mother nature to do the rest.**

In fact by leaving at least part of your garden to grow naturally - weeds and all - it's playing an increasingly important role in sustainability. It creates the right conditions for birds, bees and other insects to flourish.

It's a similar story here at Unity. We're flourishing because we're creating the right conditions for sustainable communities to grow by combining our skills and expertise in development, regeneration, customer service, investment and local enterprise.



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# From the potting shed.

**Whilst not quite as well-known as, say, Gertrude Jekyll or Capability Brown, our leading landscape designers, Shruti Bhargava and Ali Akbor, have a similar vision to those great garden gurus of the past. Their aim is to plan, regenerate and plant new buildings to create sustainable and growing communities.**

Twelve months ago we marked the 100th anniversary of the armistice and end of the First World War. Our annual report captured the remarkable – and often overlooked contribution – soldiers from the Caribbean and the Indian sub-continent made to the allied war effort. At our annual general meeting we were delighted to welcome Colonel Karl Harris (Chairman of the Army Black and Minority Ethnic network) who brought us up-to-date, describing the vital roles played by Black, Asian and other minority troops in the modern British army.

As you'll have gathered, for this year's theme we've chosen an altogether more peaceful occupation – gardening and sustainability.



Certainly, over the past twelve months, like the soldiers in the trenches, we've rolled up our sleeves and got on with the job. As a result, Unity Housing Association & Enterprise has enjoyed another successful year.

Our mix of well-planned planting and careful nurturing means we've continued to grow our property portfolio. As a result, Unity is very much on course to deliver 220 new homes over the next two years as outlined in our Business Plan.

Financially, Unity is a highly sustainable business. With an eye on our long-term performance we've invested in IT to help make us more efficient. And we've invested in our property portfolio, improving the homes of our tenants.

It was pleasing to see us achieve a 'Compliance Plus' Customer Excellence Award – a well-earned reflection on the hard work of our housing services team. Of course, knowledgeable and committed staff are at the heart of every successful organisation. So it is equally satisfying to report that Unity has had its 'Investors in People' accreditation re-awarded too.

As you will read elsewhere in this report, it's been a year of 'bedding in' for our new repairs and maintenance contractors, GTD. Since their appointment, customer service satisfaction ratings remain high. All of which confirms that we - and the tenants who helped in the selection process – made the right choice.

Our business arm, Unity Enterprise, continues to thrive with strong demand for its high quality, affordable business space at all three sites.



Over the past year, alongside investment in infrastructure, processes and systems we've turned our attention to further strengthening the governance team at Unity. That means seeking out and attracting new board members who bring fresh perspective and ideas. Our efforts have paid off. During the year under review the Regulator of Social Housing has upgraded Unity from a G2V2 rating (G=Governance, V=Viability), to a G1V1. This is a great endorsement for the organisation.

But what about the wider environment in which we operate? Universal Credit is now firmly with us. As we have reported in previous years, Unity's Income Management team has put in a good deal of ground preparation to ensure our tenants – and Unity – were ready for the changes. We think it's fair to say that the investment has paid off; both Unity and our tenants are coping well with the new welfare system.

On the political front, issues surrounding Brexit continue to create uncertainty for everyone. However, more directly affecting us was the release of the Government's Green Paper on social housing. Published in August 2018 it is their response to the many issues prompted by the Grenfell Tower disaster. Positive in theme, the paper promises 'a new deal for social housing'. Its key themes cover: safe and decent homes, effective complaints' resolution, tenant participation, thriving communities and expansion of supply. They've always been important to Unity. It's good to see that the Government and the rest of the sector is catching up with us!

The National Housing Federation issued its own response, 'Together with Tenants' in February 2019.

Looking ahead, social purpose will increasingly be at the heart of everything we do. Unity sees itself as not just a housing provider – we're a provider of homes. Our ethos is based on improving people's lives. With our combination of quality housing, outstanding customer service, accountability and secure tenure, we will continue to use our skills and services to develop growing and sustainable communities.

Of course none of our achievements over the past year would have been possible without the work of our staff, our board members and our key business partners: Leeds City Council, Kirklees Council and Homes England. It's a winning combination which will ensure Unity continues to thrive in the years ahead.

Ali Akbor  
Shruti Bhargava





# A hardy perennial.

**Plant a hardy perennial, look after it well, and it will grace your garden for years to come. Common hardy perennials include: lavender, lilies and dahlias. In the social housing world, Unity is something of a hardy perennial; we continue to thrive when others have wilted.**

Established by a group of enthusiastic volunteers in 1987 to improve housing for the West Indian population in Chapeltown and Harehills, our name comes from 'comm . . . unity'. We're an organisation dedicated to the local community with a unity of ideas and a unity of purpose.

Over the past 32 years, we've never lost sight of our roots. Our annual aim is to let half of our properties to people from the BME population in Leeds. Over the past year lettings to that sector stood at 71.6%.

Of course, like all successful organisations, we've adapted, we've innovated and we've improved to meet the constantly changing demands of the social housing market. Whilst other BME housing associations have been swallowed up by larger organisations, Unity stands firm, proudly independent, as one of the UK's leaders in its field.

We're still based in Chapeltown, Leeds and now manage 1,280 properties, providing homes for families, singles, the older generation and those with special needs. Our work focuses on Chapeltown, Harehills, Beeston and Holbeck. However, our ability to deliver hasn't gone unnoticed and we're now working with Kirklees Council. Whilst the provision of quality homes at an affordable rent is our main business, we also include properties for shared ownership.

Tenant care, primarily through the delivery of first rate housing services, is at the heart of what we do. However we also look to help tenants in other ways too. That's why we now have an Income Management team and, through Unity Employment Services, we help tenants and the wider community into the jobs' market. Unity also has a highly successful tenant involvement strategy.

Early in our history we recognised that creating sustainable neighbourhoods requires more than the provision of affordable quality housing. So we added Unity Enterprise to our remit. Comprising three business centres, it provides affordable workspace for a wide range of local businesses.









# Keeping it tidy.

**A well-tended, well-stocked garden at the height of summer is a riot of colour and natural scents. Easy to admire, it's equally easy to forget all the hard work that goes into it. There are lawns to mow, hedges to trim, weeds to be weeded and, come the autumn, mounds of soggy leaves to collect. In a whole variety of ways, keeping things neat, tidy and up-to-date is what Unity's housing management team are all about. Whether it's completing repairs, collecting rents or undertaking home improvements, they're on a regular, year round cycle. Bit like gardening really!**

## Repairs

It's been a year of 'bedding-in' for our new contractors, GTD. They've made an excellent start, maintaining customer satisfaction rates for repairs at 97%, comfortably ahead of the 95% target. The average number of days to complete a routine repair came down from eight days to five. And the even better news is that, as our new contractors become more familiar with our housing stock, there will be further opportunities to improve on this already impressive performance.

Elsewhere, IDM our longstanding gas servicing and boiler repairs contractor won their contract renewal tender – coming in with a lower price than previously. The savings achieved here have enabled us to step up the rate of new boiler installations with obvious benefits for our tenants.

We also welcomed the Bell Group as our new painting contractors.



## Property improvements

Unity prides itself on offering tenants modern, well maintained homes regularly upgrading and improving them. During the past year a further 282 homes benefited from new bathrooms, kitchens, boilers, windows and doors; in total a £888,000 investment in our property portfolio. As part of our cyclical repairs programme, 179 homes were repainted externally as well as 21 communal areas in multi-occupancy properties.

## Tenant safety

The danger of carbon monoxide poisoning is well documented. Which is why the servicing of gas appliances to ensure the safety of our tenants is always a high priority. We're pleased to report that this essential safety measure was completed at all Unity properties during the year under review. In addition electrical safety testing took place at 360 homes.

Whilst we don't have any high-rise flats in our portfolio, it does include a number of three storey blocks. All comply with current fire regulations and have fire risk assessments every two years. During the year under review, 28 fire risk assessments took place to identify any work that



needed to be done. We also carried out individual checks to ensure that older tenants are physically capable of following evacuation procedures.

## Weeding out arrears

Rent – and rental collections – is the life blood of our organisation. So we're pleased to report on another successful year during which arrears were reduced by 0.71%. As a result they now represent just 4.12% of Unity's rent roll. To achieve this our income management team adopted a highly proactive approach, keeping in contact with tenants who are in arrears, offering them support and advice to help them get on top of their situation.

We're looking forward to further success in the coming years following the introduction of RentSense. An IT system, which enables our income management team to look at rental payment patterns and detect early warnings of tenants who may be in trouble.

Universal Credit arrived in October 2018. Unity's income management team is working with 32 cases where tenants are having difficulties as a result of the change. Whilst it is still early days, its impact has not been as great as we'd expected. This probably has much to do with the preparation work our Income Management team undertook with clients ahead of its introduction. They are now contacting tenants as soon as we know they've moved to the new system and discuss how they're going to pay their rent – and when.



## Void management

An empty property yields no rent. So, in a similar vein to rent collection, efficient void management is essential if we are to maximise rental income. Unity has an excellent record on this with just 0.25% of rent lost through voids during 2018-19.

## Lettings

The quality of our homes, the quality of our service and the support and guidance given to all new tenants results in very high satisfaction rates for our lettings team; 98.4% of new tenants were delighted by the standard of their new home. It also means that tenants are somewhat reluctant to leave! Unity has a very low stock turnover – just 3.48% compared to a national average of 10%. When tenants decide to move on, 96% said they would be happy to recommend us to a friend or relative.



# Planning and planting for the future.

**Whether it's simply deciding what needs doing first or regenerating a garden from scratch, planning and preparation are key to successful gardening. You can then prepare a blueprint of what you want to plant where. Then, if it's well looked after, over the years, your garden will blossom and grow. Unity's regeneration team have been busy on their patch, turning blueprint ideas into new build, high quality affordable homes.**

Talking of plans, that's what Unity's regeneration team are following at the moment. They've embarked on their most ambitious development programme to date – a commitment to deliver 220 much needed new homes by 2021. Working in partnership with Homes England, 23 completions took place during 2018/19 and work started on a further 90 properties across Leeds and Kirklees.

The main challenge in meeting this commitment is finding suitable land on which to build. Leeds continues to be a popular place to live, which pushes up land values. In addition, following changes in legislation, local authorities now have the power to borrow to fund developments of their own, rather than selling land to housing associations or private developers.

## **Fully grown: Whyther Park, Armley**

Formerly the Ancestor Arms, a public house, boarded up for a number of years, this site had become an eyesore. The land was purchased by Leeds City Council and, following competitive marketing, Unity was chosen as the preferred developer. The development, which comprises eight flats and six houses, was completed in March 2019. We were delighted to welcome Leeds West MP, Rachel Reeves to the official opening. All properties have subsequently been let. Esh Construction were our construction partners.

## **Quarmby Road, Huddersfield**

Unity added Kirklees to our property portfolio a couple of years ago. Working with our contractors, Jack Lunn, completion of this nine house development took place in February. Due to a number of factors, £200k of cost savings were made from the original 'start on site' estimations.





## Just planted

### Leopold Street, Chapeltown

Using derelict land, this £3.4m development is in Unity's heartland, across the road from our offices. Working in conjunction with Chapeltown CoHousing Group – ChaCo for short – it will provide 30, one and two bedroom properties for the over-55s. ChaCo is a local interest group focused on the development of community-based housing projects. Due for completion in December 2020, the contractors for this project are Starfish Construction.

### Beckhill Grove, Meanwood

Leeds City Council selected Unity as their preferred partner to develop this site. A £4.1m investment, it will add 30, two and three bed, homes to meet local housing needs. They will complement the 125 homes Unity already owns and manages on the Stonegate Estate in Meanwood. Esh Construction are our chosen contractors. Completion is due in January 2020.

### Leeds Road, Kippax

This former mining village has become a popular commuter town, pushing up property values. Our development is using land formerly occupied by a primary school. It's in a prime position, on the main arterial road heading into the city of Leeds. Strategic Team Construction Group (STG) had an option on the site (owned by Leeds City Council) and offered Unity a land and works deal to build 23 houses and flats for affordable rent. The project is valued at £2.6m and completion due in January 2020.



### Northgate, Cleckheaton

On the edge of Cleckheaton town centre, this is our first Bradford postcode development. The site was formerly owned by Tesco. When the supermarket decided not to use the land, Unity were offered the opportunity to build seven, two bedroom houses for affordable rent. Using timberframe construction methods, contractors Torpoint are making good progress and anticipate completion in January 2020.

### Grafting together

As part of Unity's regeneration programme, we continue to seek out and establish opportunities for collaborative working with local groups and organisations which will result in improvements to the lives of people living in our communities.

### Holbeck Neighbourhood Forum (HNF)

The Forum drives the ongoing regeneration and general improvement of Holbeck -- one of the most disadvantaged areas in Leeds. Supported by various departments of Leeds City Council, the Forum comprises residents, ward members, businesses and local stakeholders. The Forum is a statutory consultee on all planning matters in the area. As such, they were involved in the final design of Unity's Brown Lane East development.

In partnership with Groundwork, an organisation dedicated to improving people's lives through the creation of green spaces in urban environments, HNF acquired funding to refurbish Holbeck Moor Park.



As part of the Leeds Neighbourhood Approach initiative, the Forum has also been improving private sector rented housing in Holbeck by pro-actively targeting private sector landlords. It has proved to be a success. To date the project has inspected 767 of the 860 properties targeted, brought 97 long-term voids back into use, identified 1469 hazards and served 180 enforcement notices on landlords. As a result, Leeds City Council have committed to retaining the team in the area for the next three years.

In addition, Forum members undertake joint walkabouts every quarter, which have helped resolve over 1,100 issues relating to road conditions, unsightly properties and fly tipping across 50 streets, covering 1,200 properties.

During the course of the year Leeds City Council found additional funding for the £4.5m Group Repair Scheme which started in 2017. The original scheme, now complete, targeted landlords of 180 properties of which 151 signed up. As a result of the additional funding, 14 communal bin yards in the area have been improved and the Group Repair scheme has been extended to include a wider area of Holbeck covering 340 properties.

## **Beeston Hill Priority Neighbourhood Core Group**

Originally the Beeston & Holbeck Regeneration Plan, it was renamed in July 2018. Partners include Housing Leeds, South Leeds Employment & Skills Board and Holbeck Neighbourhood Forum. Via the various Improvement Boards, partners and the council discuss current and emerging issues and investigate the potential for better collaborative working.



## **Regeneration: the next phase**

Whilst building new homes and refurbishing old ones is key to regeneration, what comes next is equally important. That means creating sustainable neighbourhoods that are economically viable; where residents have the required skills to find work and are both financially included and independent.

That's where Unity Employment Services (UES) fits into our organisation. Operating from the Hub at Unity Business Centre, UES has a three person team (including an apprentice). Its purpose is to help local people develop skills and find employment. UES offers a regular programme of work search activities at the Hub including a twice-weekly job club, training, employment skills as well as classes to improve English.

To deliver the programme, UES works with a number of partners including PATH Yorkshire (training, mentoring and coaching), Interserve (employability courses), Yorkshire First Solutions (work opportunities), Learning Partnerships (English as a second language) and Kirkstall Forge (Construction Skills Certification Scheme training).

Over the past year UES has increased its impact.

- It helped 119 people find work
- 179 people improve their skills and employability through training
- 24 people find voluntary work

Wherever possible, UES likes to find work for clients on Unity's own development sites. As a result six clients were employed at Lenhurst Avenue in Leeds and Quarmby Road in Huddersfield. UES also promotes work and training opportunities in other sectors which, over the past year has included the rail industry, nursing, retail and the police.



## **New Wortley Housing Association**

This is a newly formed housing association in west Leeds. Unity are providing support to help them deliver their development programme, in particular assisting with negotiations with Leeds City Council and Homes England.

## **Working with Older People**

Unity is all about the community. So in our efforts to create cohesive and sustainable communities, it's important that we don't overlook the needs of the older generation.

With this in mind, Leeds University were commissioned to undertake research into the needs and aspirations of older people living in Chapeltown and Harehills. Grant funding was secured by one of our partners, the Feel Good Factor. Work is due to start in April 2019 on a number of initiatives including a gardening and decorating project (Leeds Black Elders), aids and adaptations to homes and gas safety (Care & Repair) and additional support to help older people with ongoing health issues – such as dementia – to live more independently (The Feel Good Factor). The Care & Repair team also offer support to clients where it is thought a move to alternative accommodation may be beneficial. These initiatives have proved to be highly successful and further funding was obtained by the Feel Good Factor to continue the work in 2018.



# Home grown enterprise.

**Growing your own fruit and veg is both satisfying and a highly worthwhile enterprise. Whether spuds or sprouts, strawberries or gooseberries, there's nothing fresher or more delicious than your own home grown produce picked at the perfect time. It's proving to be a perfect time for Unity Enterprise, Unity Housing Association's business arm. It's just delivered a pleasing crop, with strong demand for its high quality affordable business units.**

Spread across three sites in Chapeltown and Harehills, Unity Enterprise comprises: Unity Business Centre (UBC), Chapeltown Enterprise Centre (CEC) and the Leeds Media Centre (LMC).

The three centres house 145 units of quality and affordable business space let to a wide range of commercial enterprises and organisations. Very much part of the Leeds business community, Unity Enterprise is an important element in our business plan.

Unity Enterprise Services delivered a strong performance in 2018/19. Cash flow was strong, the number of tenants grew and voids were kept to a minimum. As a result there was a much improved financial performance which generated a small surplus. This enabled us to make further improvements to business units and provide more support to our tenants. All of which resulted in highly positive feedback to a tenants' survey we carried out during the year.



Alongside affordability, tenants at our three business centres value being part of a business community. We actively encourage them to talk to each other, to swap ideas and share past experience to help fellow tenants grow their business. Regular events, such as business breakfasts, give tenants the opportunity for one-to-ones with banking, marketing and HR experts.





## Unity Business Centre (UBC)

The UBC's value for money offering continues to be extremely popular. Our flexible short-term lets use an easy to understand one page tenant agreement, removing the need for a solicitor, which has obvious cost saving advantages. Over the past year there were good rates of tenant retention and 100% occupancy.

An important element of UBC is the Business Incubator. It's a joint venture with long-standing tenants, Iota Business, an accounting and book keeping practice. The Business Incubator offers small scale business start-ups a perfect package to get them off the ground. It combines highly affordable shared office space, specialist support services, business mentoring and access to networking events. Meeting rooms can be hired as can computers. Even better, desk space can be arranged for the day, the week or the month.

## Chapelton Enterprise Centre (CEC)

Our competitive rents continue to give us a leading edge over the competition. As a result, the Centre currently has 80 tenants and has enjoyed 100% occupancy during the year. Again we regard ourselves as more than just a landlord, working closely with partners to nurture and sustain new businesses in the area. Unity Enterprise's manager was previously a manager in a high street bank and has the commercial knowledge and experience to provide advice to help small businesses grow. The CEC also boasts three retail units occupied by a café, flower shop and kitchenware outlet.

## Leeds Media Centre (LMC)

The LMC is in direct competition with city centre office accommodation. However the availability of plentiful free parking – and our excellent product offer – ensures we both win and retain tenants. Our anchor tenant is 'Made in Leeds TV'; the brand has centralised its operations across the UK at the LMC, employing around 60 people in a variety of roles. Other tenants include a restaurant, a firm of solicitors and the national charity, St Giles's Trust has its Leeds office at the Media Centre. During the year one of our units was let as a recording studio and is available for use by the local community.



## Growing fast

*Training 26 is a specialist IT and business skills training provider. Established in 1999, it offers classes and bespoke tutoring in Microsoft Office, Adobe, Sage and related IT packages, together with a comprehensive range of management and personal development courses for individuals and SMEs.*

*Training 26 is also a Pearson VUE® Authorised Test Centre, allowing the firm to deliver computer-based exam delivery services for some of the biggest names in IT including Microsoft, CompTIA, Cisco, Oracle, HP, and VMware.*

*A surge in demand for its services required additional staff and, as a result, more space. Training 26 Directors, Mike Cunningham and Angela Jones, looked no further than the LMC.*

*Mike commented: "Our original move to Leeds Media Centre has worked incredibly well and we are happy to be taking more space in an excellent building. Our clients enjoy the modern facilities at Leeds Media Centre where parking is plentiful. The option to open on Saturdays is also a major benefit."*

# Gardeners' question time.

**For some, good gardening comes naturally; others may need a barrow full of advice. But no matter how long you've been planting, pruning and preening your garden, you can always learn from the experts. That's where gardening pundits come in. Think TV's Carol Klein or Radio Leeds' late and much lamented, Joe Maiden. So when it comes to advice on improving our services we look no further than our own band of experts - our tenants.**

Involving members of the communities in which we work, in the ongoing business of Unity is a key strategy. The standards of customer excellence for which we strive can only be achieved by listening to and working with our tenants -- whether it's feedback through one of our forums, surveys or via our housing officers.

Tenant involvement at Unity is through our Tenants' Panel and Tenants' Scrutiny Panel. For tenants not directly involved, both 'Unity News', our quarterly newsletter, and our website keep all our residents up to date with information and other tenant-related issues. We also produce an Annual Tenants Report.



## **Green paper**

Feedback from our tenants has been sought at a national level following the Government Green Paper on social housing - 'A New Deal for Social Housing'. A response to the tragedy at Grenfell Tower, the paper drew extensively upon the listening exercise ministers carried out with social housing tenants. The paper has a very positive tone about social housing, repeatedly stressing its importance to the country, and is presented as 'a fundamental shift in the state's approach to social housing and the people who call it home'.

The National Housing Federation's response 'Together with Tenants' sought the views of its members as well as tenants and residents from across the UK. Following a consultation period, its findings will be published later this year.



## Tenant Panel

Members of Unity's Tenant Panel have had a busy year. They've been involved in estate walkabouts, setting key performance indicators and in the selection of our gas servicing contractors. In addition, some of the Tenant Panel members accompanied the Board on visits to a number of sites in various stages of development/completion. They included Parkwood Road, Beeston, Lenhurst Avenue, Beckhill Grove and Leopold Street.

## Scrutiny Panel

The Tenants' Scrutiny Panel's six members focus on Unity's strategy and performance. During the past year they've been working on a major project on anti-social behaviour. Fortunately, anti-social behaviour isn't a big issue at Unity. Nevertheless there's always room for improvement! So Scrutiny Panel members talked to fellow tenants about their experiences. Using their findings, the Tenant Panel drew up an action plan recommending more regular monitoring of progress with cases, including a monthly review.

## Community backers

Whenever possible Unity does its best to give support and backing to local community events. During the year under review we attended Holbeck Gala and Beeston Festival. We also continued our long-standing sponsorship of Leeds West Indian Carnival – now into its 51st year.



# Pick of the bunch.

**Moneymaker tomatoes are the pick of the bunch. A summer annual, they'll produce beautiful tomatoes right through the summer. To avoid frosts, plant them in late spring in a well drained bed. Tie the plants to stakes around six feet in height, add mulch, keep well watered and enjoy the results – sweet, medium sized fruit, perfect for salads and preserves.**

Over the past year Unity Housing Association has been a bit of a moneymaker. We've enjoyed another financially successful year, delivering a small surplus. We've invested, benefiting tenants with property improvements, benefiting communities through our development and regeneration programme as well as improving our efficiency through enhancements to our infrastructure, processes and systems.

Unity's performance on rent collection has been maintained. We also continued our improved performance on voids, bad debts and arrears.

Unity's financial strength enabled us to invest £888k in improvements to our existing housing stock. Having drawn down £3.25m during the year, we have a £15m loan facility available to finance our ongoing development and regeneration programme.

We also invested internally to improve our efficiency. Improved IT hardware enables us to run paperless board meetings. And, with a view to making our rent collection and control of arrears even better, we purchased RentSense, a computer programme which will enable us to have an even better control of arrears and create



more time to provide support and assistance for tenants in arrears.

Looking ahead, we will continue our focus on delivering value for money; making cost savings where this can be done judiciously, without any reduction in the quality of service our tenants and partners have come to expect.









# Sons - and daughters - of the soil.

**Every garden needs one very basic ingredient to grow - soil!**

**Sandy, silty, clay or peat, the quality of your soil will, to a large extent, determine what you can grow successfully. Digging a bit deeper, knowing the acidity or alkalinity of the soil will help you keep your plants and your garden in good health.**

Talking of which, Unity has had a very devoted team keeping our patch in equally good health over the past year - Unity's Board and senior management team. They combine great leadership qualities, the right skills and local knowledge, to ensure Unity is digging and planting in the right places.

During the past twelve months, we've continued to strengthen the Board with the appointment of new members who are bringing their own mix of skills and expertise for the long-term benefit of Unity Housing Association.



## Senior management

Ali Akbor	Chief Executive
Parveen Sidhu	Operations' Director & Deputy Chief Executive
Wayne Noteman	Development and Regeneration Director
Ann Marie Matson	Resources Director

## The Board

Shruti Bhargava	Chair
David Heels	Chair of Audit & Risk Management Committee
Waheed Butt	Chair of Operations Committee
Elizabeth Cook	Chair of Human Resources & Governance Committee

Naseer Ahmed	
John Jefferies	
Emma Green	
Richard Walker	
David Richmond	
Nahim Ruhi-Khan	
Abdul Hamied	
Abdul Rashid	Observer Audit Committee/ Co-optee

## Unity Enterprise Board

Emma Green	Chair
Cyril Powell	
Will Jennings	
Ravinder Panesar	
Andrew Welsh	
Kalsoom Iqbal	
Abdul Hamied	
Abdul Ravat	



# Counting the cost.

## Group statement of financial position at 31st March 2019

	<b>2019</b>	<b>2018</b>
	£'000	£'000
Tangible fixed assets		
Housing properties	65,967	60,881
Non-housing freehold properties	2,737	2,778
Other tangible fixed assets	187	209
	68,891	63,868
Current assets		
Debtors due within one year	353	256
Cash at bank and in hand	3,570	3,834
	3,923	4,090
Creditors: amounts falling due within one year	(4,466)	(3,636)
Net current assets	(543)	454
Total assets less current liabilities	68,348	64,322
Creditors: amounts falling due after more than one year		
Grants	(31,987)	(30,851)
Others	(19,641)	(16,431)
Total net assets	16,720	17,040
Reserves		
Revenue reserve	16,720	17,040
Total reserves	16,720	17,040

## Group statement of comprehensive income at 31st March 2019

	<b>2019</b>	<b>2018</b>
	£'000	£'000
Turnover	7,170	7,440
Operating costs	(5,670)	(5,033)
Operating surplus:	1,500	2,407
Interest receivable	22	13
Interest payable & similar charges	(575)	(475)
Surplus for the year	947	1,945
*Remeasurement of SHPS obligation	(952)	-
Actuarial loss in respect of pension scheme	(315)	-
Total comprehensive income for year	(320)	1,945

\*Change of accounting treatment for pensions





	<b>2018/19</b>		<b>2017/18</b>	
	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
<b>Gross Turnover</b>				
Unity Housing	£6,653k	£6,693k	£6,698k	£6,926k
Unity Enterprise	£630k	£580k	£539k	£541k
<b>Surplus For The Year</b>				
Unity Housing	£815k	£1,019k	£1,202k	£1,933k
Unity Enterprise	£47k	£49k	£39k	£50k
Interest cover	432%	566%	587%	778%
Gearing ratio	50%	36%	44%	36%
Rent arrears	3.91%	4.12%	4.25%	4.83%
<b>Voids</b>				
Unity Housing	1%	0.25%	1%	0.81%
Unity Enterprise	9.9%	5.11%	9.62%	6.14%
Re-let times inc new dev.	20 days	11.7 days	20 days	25 days
BME lettings, no less than	50%	71.6%	50%	65.8%
<b>Repairs Performance</b>				
Emergency	99%	99.2%	99%	93.9%
Urgent	99%	99.1%	99%	92.1%
Routine	99%	99.3%	99%	94%
Gas safety inspections	100%	100%	100%	100%
Planned/responsive spend	56/44	58/42	55/45	58/42
Number of new housing units	23	23	12	12

## Our mission

Provide housing choice, improve life opportunities and address inequalities.

## Our objectives

- Provide and continue to develop good quality mixed tenure housing which reflects needs and aspirations.
- Provide high quality affordable housing services.
- Involve and work with our tenants and the communities we serve to inform and improve services.
- Work with partners to encourage and support the regeneration of our target neighbourhoods.
- Provide and facilitate business support services and encourage local enterprise.
- Be a progressive and expanding business with a sound resource base.

## Our values

**Integrity** – being honest, transparent and sincere with strong principles

**Respect** – in the way we treat people, service users and each other

**Flexible** – in how we work for the benefit of our tenants, other people, the organisation and each other

**Commitment** – to provide services to meet the needs of our tenants, local people and local neighbourhoods

**Business focused** – continually review and adopt best practice and ensure we operate efficiently and effectively in order to make the best use of resources

**Equality and fairness** – in the way we work and deliver our services



## Unity Housing Association Ltd

113-117 Chapeltown Road, Leeds LS7 3HY  
T. 0113 200 7700

A charitable housing association registered with Regulator of Social Housing LH3737.

Registered under the Co-operative and Community Benefits Society Act 2014  
IP25616R

Affiliated to the NHF.

VAT registration no. 734 5524 34

## Auditors

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No 1 Whitehall Riverside, Leeds, LS1 4BN.

## Bankers

Yorkshire Bank Plc,  
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## Solicitors

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