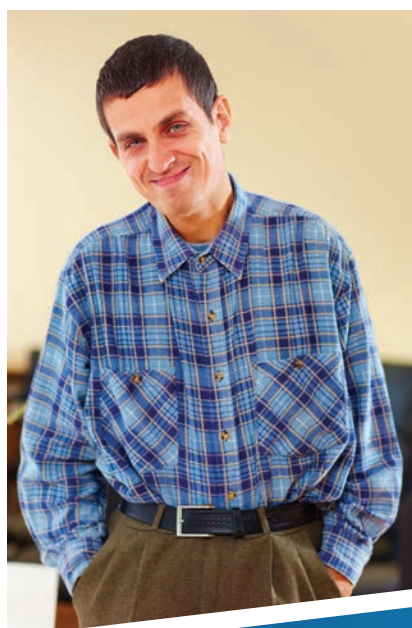


THE  
GOOD  
ECONOMY



# Civitas Social Housing PLC Half Year Impact Report

November 2018







This report has been prepared by The Good Economy Partnership, a specialist social advisory firm with expertise in impact measurement and management. The Good Economy supported Civitas to develop its impact assessment methodology and carries out a review of the social performance of Civitas Social Housing PLC on a semi-annual basis. The report is based on analysis of quantitative data and evidence, as well as in-depth interviews with management and staff of Civitas Housing Advisors (the investment advisor to the company), partner Housing Associations, care providers and residents. The Good Economy works with Civitas Housing Advisors to ensure their impact measurement, management and reporting practices are aligned with emerging best practice standards. We aim to ensure transparency and accountability to all stakeholders.







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## IMPACT REPORT – HEADLINE RESULTS



**£619.2  
MILLION  
INVESTED**

**IN 522  
PROPERTIES**



**MANAGED BY  
15 HOUSING  
ASSOCIATIONS**

**LOCATED ACROSS  
140 LOCAL AUTHORITIES**



**69% OF PROPERTIES  
IN THE 40%  
MOST DEPRIVED  
LOCAL AUTHORITIES**

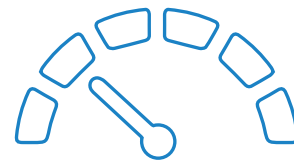


**35% OF PROPERTIES CONVERTED  
TO SOCIAL HOUSING FOR FIRST TIME**

## CIVITAS SOCIAL HOUSING PLC – IMPACT REPORT 2018

### PROVIDING A HOME AND SUPPORT FOR UP TO 3,440 PEOPLE

With learning or physical disabilities  
and medium to high care needs

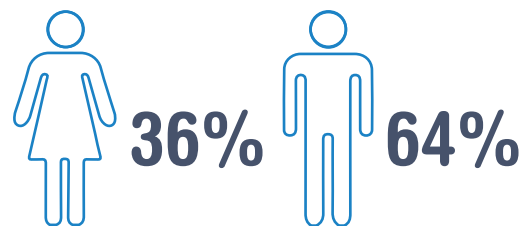


**AVERAGE AGE OF 36 YEARS**



**RESIDENTS ARE  
SUPPORTED  
THROUGH CARE  
AND SUPPORT  
PROVISION**

**FROM 93 CARE PROVIDERS**



**GENDER SPLIT**

**AVERAGE 25 YEAR LEASES  
PROVIDE SECURITY TO TENANTS**





## OUTSTANDING CONTRIBUTION TO SOCIETY AWARD

In September 2018, at the European Public Real Estate Association [EPRA] annual conference, Civitas won the Outstanding Contribution to Society Award in the Social Infrastructure category.



## INVESTOR OF THE YEAR & PROPERTY INVESTOR OF THE YEAR

In November 2018 Civitas won Investor of the Year and Property Investor of the Year, at the Laing Buisson awards. Laing Buisson are a leading independent healthcare market intelligence provider.



## Executive Summary

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Civitas Social Housing PLC (“Civitas”) is delivering on its social objective of increasing the availability of high-quality social housing for vulnerable people in England and Wales. Civitas was launched in November 2016 as the first Real Estate Investment Trust (REIT) specialised in investing in social housing for people with care and support needs – referred to as Specialist Supported Housing (SSH). Since its launch, Civitas has played a leading role in raising private finance to increase and secure the supply of SSH, providing both positive social impact and financial returns to its investors.

As of 30 September 2018, Civitas has achieved the following results:

- + £678.7 million worth of property (per latest valuation), representing 522 properties managed by 15 Housing Associations located across 140 local authorities.
- + Providing homes and support for up to 3,440 people, the majority of whom have learning or physical disabilities and medium to high care needs mostly consisting of 24/7 care.
- + Residents are supported through care and support provision from 93 care providers.

Civitas has an investment strategy with a clear social purpose. This is backed up by Civitas’ commitment to better understand, measure and report the social impact of its investments. By focussing on investment in SSH Civitas is able to support the most vulnerable members of society.

There is strong independent evidence that SSH improves the quality of life for tenants compared to institutional care. This is backed up by The Good Economy’s first-hand interviews of residents and support workers during the reporting period. In addition, there are also significant cost savings for the Local Authority when a tenant moves into SSH from institutional care.

Civitas is an ‘evergreen’ fund which takes a long-term approach to its investments which is welcomed by all stakeholders. The average lease of 25 years provides housing associations and tenants with security of tenure. Civitas’ investment strategy also frees up capital within the sector – the proceeds of property sales are typically reinvested in more SSH.

The quality of the property and the care that a tenant in SSH receives are important factors in achieving positive outcomes and improving an individual’s wellbeing. Civitas has continued to sharpen its focus on the due diligence of each property it buys having always actively reviewed the financial strength, senior leadership and organisational strategy of all potential Housing Association partners. Civitas also engages with and supports the work of the Regulator of Social Housing (RSH) to promote transparency and strong governance of registered housing providers in the SSH sector. In addition to the regular monitoring of its partner Housing Associations, Civitas is also building closer relationships with the 93 care operators which work across its properties.

Alongside its core business, Civitas is committed to supporting charities and projects seeking to tackle social housing issues, including street homelessness. Civitas provides grant funding to Crisis and The Choir with No Name and is supporting the growth of Next Meal. Civitas looks to form partnerships where it can leverage its network and resources to maximise its impact beyond just financial contributions. This strategic approach to corporate giving is a positive attribute and will help build the ecosystem of organisations tackling the housing crisis in the UK.

# 1 / Introduction

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## 1.1 About Civitas Social Housing PLC

Civitas Social Housing PLC is a real estate investment trust (REIT) that was created to raise private capital to invest in social homes across England and Wales. Its social objective is to help tackle the chronic shortage of social housing in the UK, particularly Specialist Supported Housing for vulnerable adults.

In November 2016, Civitas was admitted to the London Stock Exchange in a £350 million offering, making it the first social housing Real Estate Investment Trust (REIT). In 2017, Civitas raised a further £302 million in a C-Share offering, which combined with £110 million of debt, resulted in £762 million available for investment as of 30 September 2018.

In September 2018, Civitas was included in the FTSE EPRA NAREIT Global Real Estate Index Series. This index series is designed to represent general trends in eligible real estate equities worldwide. It is administered by the European Public Real Estate Association (EPRA) and the National Associations of Real Estate Investment Trusts (NAREIT). Also in November 2018 Civitas was added to the FTSE 250 Index.

Civitas' investments are responding to the need to tackle the chronic shortage of social housing in the UK, particularly SSH for vulnerable adults. By moving into SSH, vulnerable adults have an increased chance of improving their overall wellbeing, whilst being able to take steps towards independence with the appropriate support. Civitas' tenants include people with learning and physical disabilities, people with mental health problems, those suffering from drug and alcohol addiction and individuals at risk of homelessness. Many such people face difficulties finding a home that meets their needs. Civitas works with registered housing providers, care providers and local authority commissioners who are committed to providing high quality SSH.

By moving into Specialist Supported Housing, vulnerable adults have an increased chance of improving their overall wellbeing, whilst being able to take steps towards independence with the appropriate support.

## 1.2 Wider Market and Policy Context

The government has recognised the social value of moving vulnerable individuals out of large institutional facilities, such as residential homes and secure hospital units, into community-based social housing.

This government focus followed on from the Winterbourne View scandal and Stephen Bubb's review which recognised vulnerable people can be at risk of abuse in institutional care. The Care Act 2014 and the government's Transforming Care Agenda has sought to encourage this shift towards increasing the availability of community-based, supported housing.



A report by Mencap, a leading UK charity for people with learning disabilities, shows that demand for the type of SSH that Civitas funds is rising. It projects that demand for SSH will increase from a baseline of 22,000-30,000 SSH units (typically occupied by multiple people) in 2017-18 in England to 29,000-37,000 units by 2027-28.<sup>1</sup>

This is driven by:

- + The population of people with learning disabilities growing due to higher survival rates at birth and increasing life expectancy.
- + Government policy, particularly the Transforming Care Agenda, which promotes moving people out of institutional settings to community-based housing alternatives that promote independent living.
- + Decline in informal support networks and at-home care, with more working mothers and increases in single-parent families.

Unlike regular social housing, SSH is developed in accordance with local authorities' or the health services' strategic priorities. For most tenants of SSH, the alternatives would be care homes or long-stay NHS beds. Neither of these environments promote independent living.

There is strong independent evidence that SSH both delivers wellbeing benefits and is a cost-effective way of providing housing to those with complex needs. SSH has a lower overall cost to local authorities compared to residential or institutional care. The Mencap report found that a person living in SSH requires, on average, state funding of £1,569 per week for care (by far the largest component) and housing costs. This is a reduction of £191 per week when compared to a residential care placement, and £1,931 per week when compared to an inpatient place.

## For most tenants of SSH, the alternatives would be care homes or long-stay NHS beds. Neither of these environments promote independent living.

Most, if not all, of people living in SSH will be eligible for and claim Housing Benefit to cover the cost of their accommodation. In August 2018 the government published a briefing paper 'Funding for Supported Housing: Government Response to Two Consultations' which confirmed this funding mechanism would continue.

The decision was taken that all supported housing will have its core rent and additional housing costs funded through Housing Benefit – rather than being devolved to a Local Authority controlled budget. This has been a welcome safeguard and is a positive sign the government acknowledges the importance of funding SSH for vulnerable people.

In August 2018, the government also published the social housing green paper "A New Deal for Social Housing". A key theme in this was the need to expand the supply of social housing overall. The government continues to target the building of 300,000 new homes per year with greater emphasis on the need for additional social homes. To stimulate the growth in social housing, the government has also announced it intends to make it easier for Local Authorities to build new homes by removing their borrowing cap. This will stimulate new public sector led development.

Private finance has a key role to play if the government is to reach its target of 300,000 homes a year and increase the availability of SSH. Civitas has an important role to play as a funder and owner of social housing. It has demonstrated its commitment to being a responsible investor, by delivering high-quality social housing that provides value for money and has a positive impact on people's wellbeing.

1. Mencap and housing Learning and Improvement Network (LIN) 'Funding supported housing for all: Specialised Supported Housing for people with a learning disability', April 2018

## 2 / Investment Strategy

Civitas' impact goal is to increase the provision of high-quality social housing that delivers positive social outcomes.

Specifically, its social objectives are:



### AVAILABILITY

To increase the availability of social housing across England and Wales, particularly for vulnerable people



### QUALITY

To improve the quality of social housing



### VALUE FOR MONEY

To offer value for money for the public purse

To increase the availability and quality of social housing, Civitas mobilises capital at large-scale from institutional investors with a long-term investment horizon and uses the funds raised to buy existing, including newly completed properties and keep them as social housing indefinitely.

Civitas is targeting five categories within Social Housing:

- + Specialist Supported Housing for people living with learning difficulties, autism and acquired brain injury
- + Mental health care facilities where people require monitoring and supervision in carrying out daily tasks
- + Accommodation for people able to step-down from the NHS and transition to more independent living
- + Accommodation for people with addictions
- + Accommodation for people who are homeless or at risk of homelessness

These properties are purchased from housing associations, care providers, developers or private owners and are typically fully-tenanted and income-generating. Civitas owns the property and leases them to Registered Providers (aka Housing Associations). Revenue is generated from the rental income from long-term leases and occupancy agreements of typically 10 to 40 years.



### REGISTERED PROVIDER PURCHASES

When purchasing from Registered Providers, Civitas helps unlock capital held in existing social homes for new development. Also, they are able to ensure the longevity of housing provision.



### PRIVATE OWNER PURCHASES

When purchases are made from private owners, Civitas brings the properties into the regulated social housing sector to be managed by Registered Providers and subsequently provided to social tenants on a long-term basis.

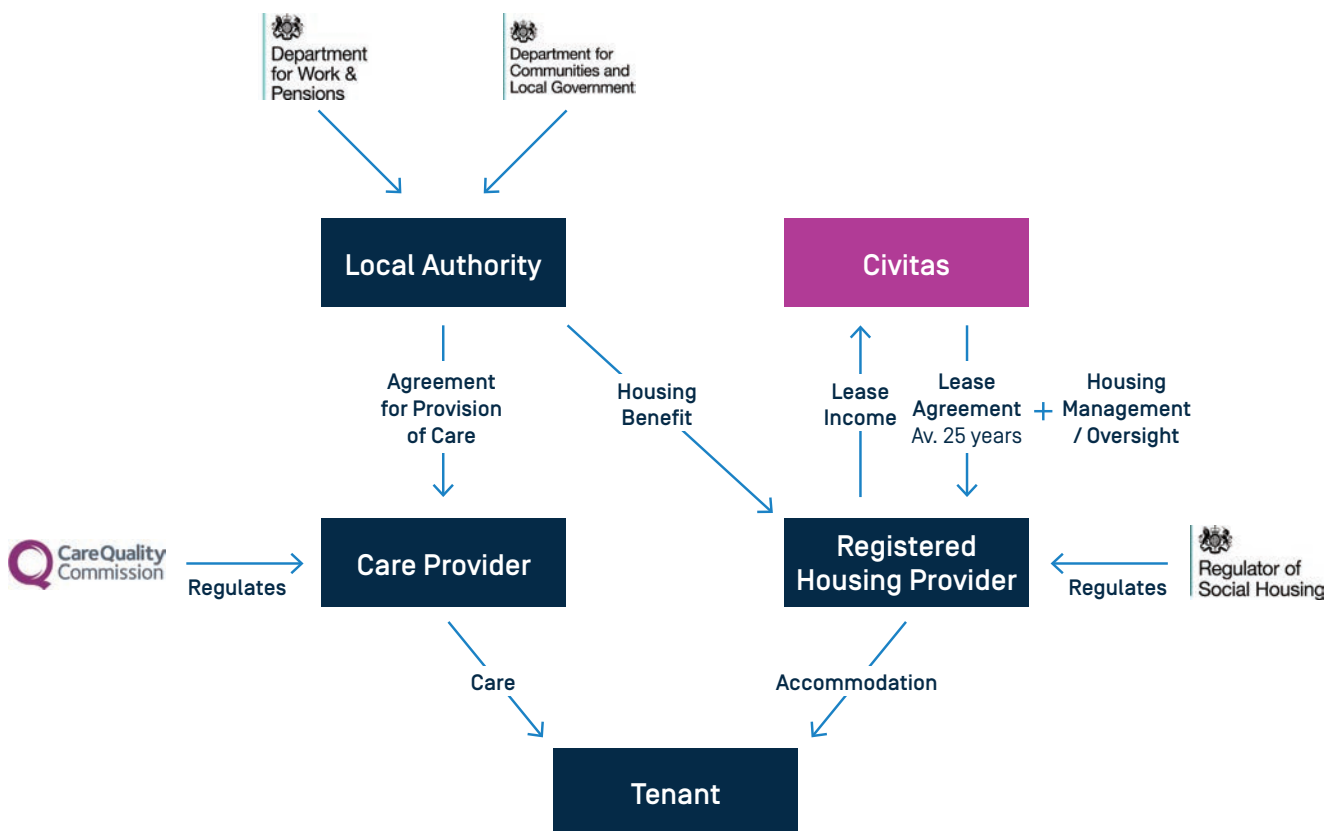
## 3 / Impact Assessment Methodology

Civitas is a responsible impact investor that aims to deliver positive social impact alongside a financial return. Civitas integrates social, environmental and governance considerations into all stages of the investment process. It is committed to measuring, managing and reporting on its impact, ensuring transparency and accountability to all its stakeholders, including residents, Registered Providers and shareholders.

### 3.1 Stakeholders

Civitas works closely with a range of stakeholders demonstrating its continued social purpose in seeking to bring about positive change to the lives of the ultimate beneficiaries: the individuals who live in Civitas-owned properties. The diagram below represents Civitas' key stakeholders beyond its shareholders.

Stakeholder Map

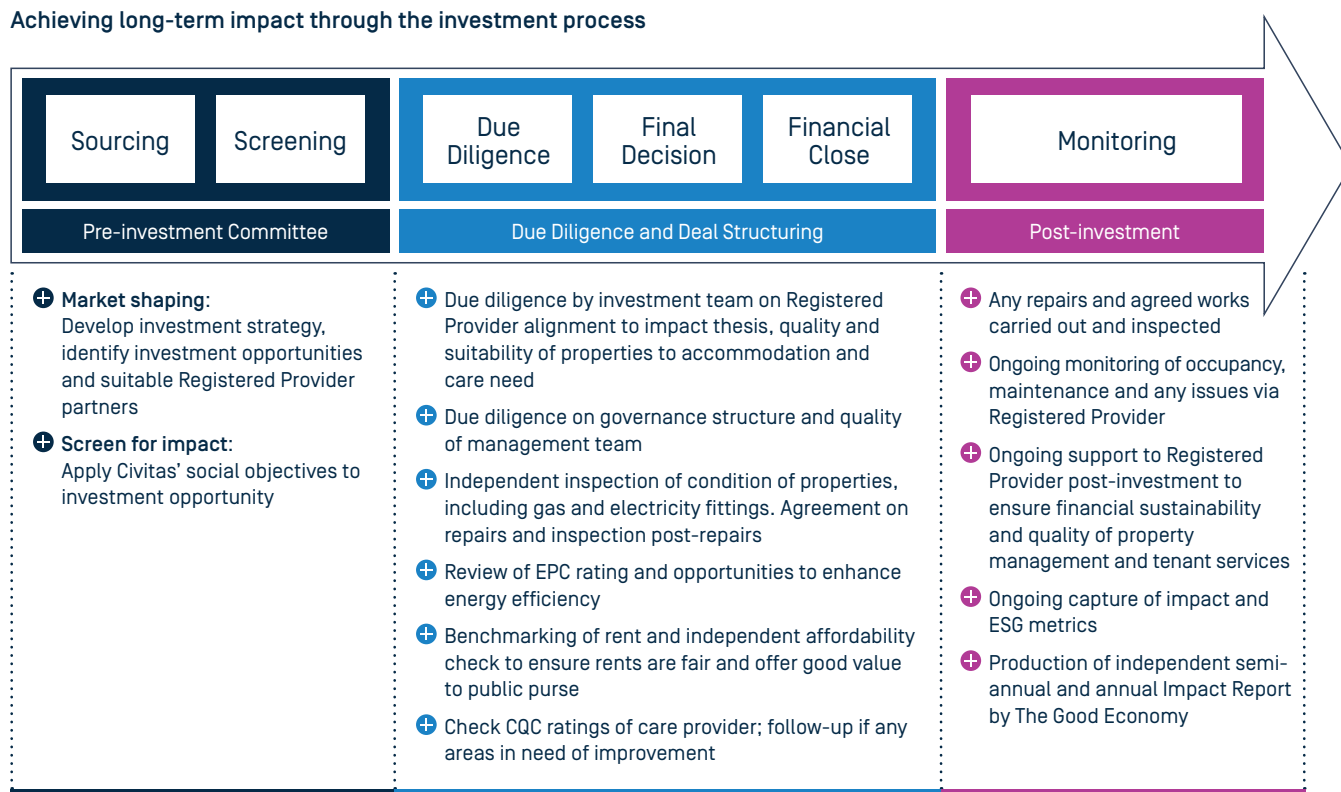




## 3.2 Investment Process

Civitas integrates impact as well as environmental, social and governance (ESG) considerations into all stages of the investment process using a rigorous due diligence process and portfolio monitoring approach [see diagram].

### Achieving long-term impact through the investment process



## 3.3 Environmental, Social and Governance Considerations

These key ESG factors are considered throughout the due diligence and monitoring process:

### Environmental

Civitas seeks to ensure the environmental efficiency and sustainability of its properties. The team reviews the energy efficiency of each property as part of its due diligence process ensuring a compliant energy performance certificate has been achieved. Where a property is deemed to be non-compliant and there is little prospect of a high performance grade being achieved through enhancement works, Civitas will not purchase the property. These performance grades are then regularly monitored.

Civitas is committed to ensuring all properties are renovated and then maintained to high-quality standards. It achieves this by commissioning an independent survey of each property it is considering, and ensures funding is in place with a plan for carrying out any improvements needed from when the property is first acquired. This can include environmental efficiency measures e.g. enhancing insulation and upgrading windows. Civitas then enters into a full repair lease with the partner Housing Association to ensure the quality of housing remains high. Civitas are also looking into the possibility of improving the future energy efficiency of homes e.g. through investing in solar technology where it may be beneficial to do so.

Civitas tenants are typically vulnerable adults who require a significant level of support and might require physical adaptations to be made to the property. Therefore it works with specialist Housing Associations, who are experienced in working with adults with complex support needs and external care providers who advise on the adaptations required and ensure these are done to meet individual tenant needs.

**Civitas aims to deliver social housing that has lower costs than alternatives [often long-stay institutional care] but with high quality social care delivery.**

## Social

In addition to focusing on positive outcomes for tenants, the social implications of an acquisition are considered from two dimensions:

### QUALITY OF CARE

Although local authority commissioners are fully responsible for the quality of care, Civitas also checks the CQC ratings of all care providers and ensures they are rated Good or Outstanding. Civitas is also building direct relationships with care providers and carries out site visits to talk to care providers and residents. The Good Economy also carries out visits and interviews to monitor the quality of care as part of its impact monitoring process.

### VALUE FOR MONEY

Civitas aims to deliver social housing that has lower costs than alternatives [often long-stay institutional care] but with high quality social care delivery. It benchmarks 100% of rents and also commissions an independent rent review for all properties to ensure rents are affordable and fair value. Going forward, the Regulator of Social Housing is expecting Housing Associations to report on the value for money they deliver. Therefore, we expect this to be incorporated into Civitas' and The Good Economy's future monitoring and reporting.

## Governance

Civitas carries out due diligence of the governance structure and management team of all potential partner Housing Associations. All Housing Associations have adopted a code of governance (mostly the National Housing Federation code) and regular updates are shared at quarterly monitoring discussions. Civitas has also established a Best Practice Protocol in conjunction with its partner Housing Associations. This protocol is designed to safeguard the long-term financial strength and social delivery of Housing Associations and the supported housing they provide, whilst also bringing a measure of consistency in standards and investor relations to the SSH sector as a whole.

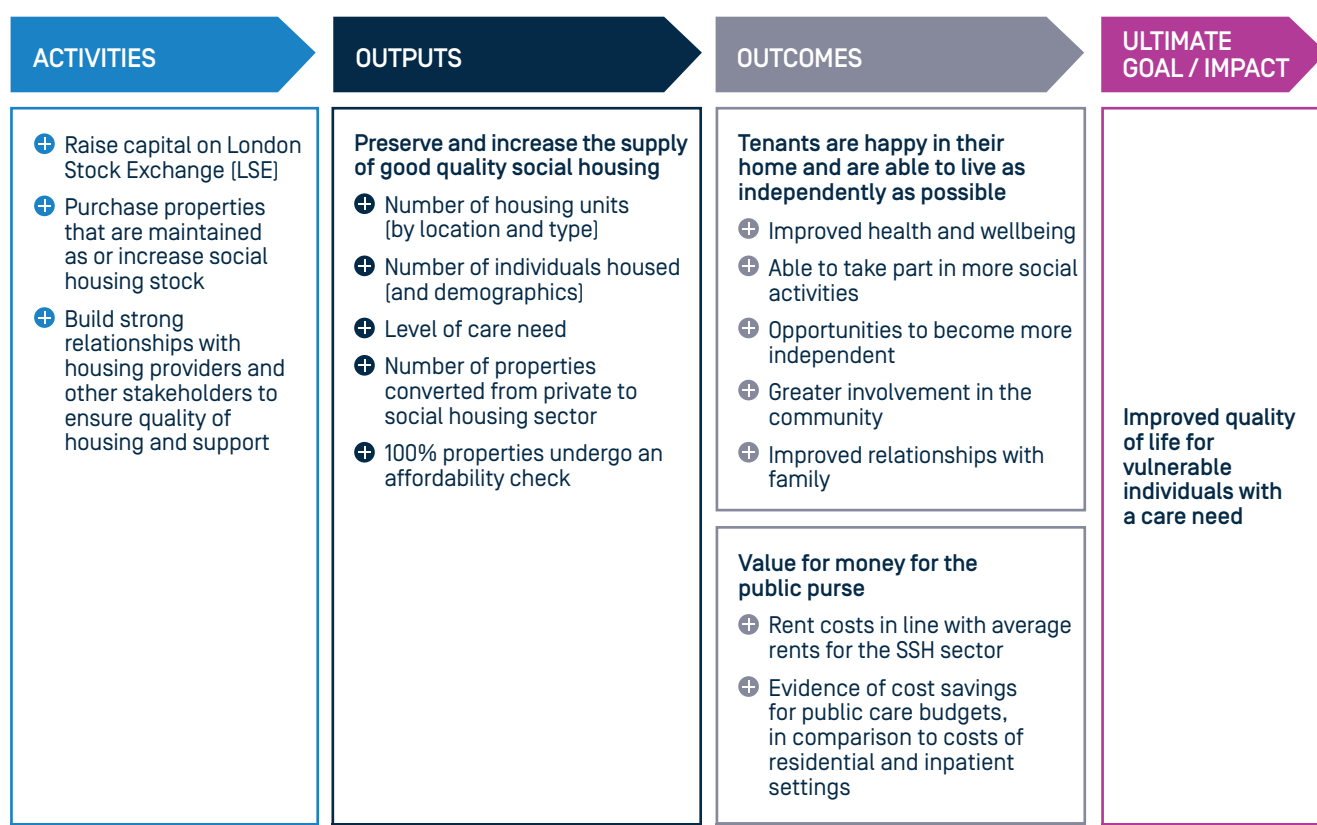
The protocol covers the following areas:

- + Property standards
- + Financial terms
- + Terms with care provider
- + Civitas' ongoing commitment to Registered Providers
- + Governance and compliance

Communication on at least a quarterly basis takes place between Civitas and the Housing Associations with whom they partner. During these meetings, Civitas share and receive updates on operational performance – discussing and receiving data on occupancy, property compliance matters and health and safety – whilst also providing advice around future growth and shared learning.

### 3.4 Social Impact Measurement and Reporting

The Good Economy has developed a Theory of Change with Civitas in order to provide a framework for Civitas' impact measurement and reporting:



Civitas works with its Housing Associations to collect output data, on a regular basis. This is supported by analysis and stakeholders interviews conducted by The Good Economy focused on evidencing outcomes. The results of this analysis are provided in this report.

The Good Economy is working with Civitas to keep its approach to measuring impact aligned with best practice across the sector. This is an evolving field and a range of approaches are being considered for future reports e.g. calculating the Social Return on Investment (SROI) in financial terms.



## 4 / Social Performance Results [to 30 September 2018]

Civitas is achieving its social objectives of increasing the availability of social housing, improving the quality of social housing and ensuring value for money for the public purse. By doing this, it is producing a wide range of positive outcomes for its tenants and the wider community.

The Good Economy's impact review confirms that Civitas is delivering expected social outputs based on quantitative performance metrics (see table below). Independent evidence and our own site visits provide confidence that these are translating into positive outcomes for tenants.

### 4.1 Headline Results

Civitas is continuing to grow its provision of Specialist Supported Housing. Over the last three months, the Civitas portfolio has grown by 22% to a total of 522 properties. Growth hasn't come at the cost of social performance:

- + The % of tenants with the most complex needs (multi diagnosis) has increased to 38%.
- + The number of properties converted to the social housing sector for the first time is still increasing from 171 to 187.

INDICATOR	Results as of			IMPACT MANAGEMENT PROJECT
	Jun 2018	Sept 2018	% Change	
PROPERTY METRICS				What
Value of capital deployed	£493m	£619.2m	26%	How much
Number of properties	428	522	22%	
Number of Local Authorities	120	140	17%	
Number of Registered Providers	12	15	25%	
Number of Care Providers	71	93	31%	
Number of properties converted to social housing sector for the first time	171	187	9%	Contribution
% of properties converted to social housing sector for the first time	40%	35%		
TENANCY METRICS				Who
Number of tenancies	2,758	3,440	25%	
Breakdown of residents by classification of care				
Multi diagnosis	37%	38%		
Learning difficulties	37%	32%		
Mental health	11%	15%		
Dependencies e.g.drug addiction	7%	6%		
Autism	6%	7%		
Other: including homelessness	2%	1%		
Average age*	36	36		
Gender breakdown*				
Male	74%	64%		
Female	26%	36%		

\* Based on a sample of 15% of tenants.

## 4.2 Quality of Housing and Care Provision

Civitas are taking significant steps to ensure the quality of social housing and care, which in turn is having a positive impact on tenants' wellbeing by paying careful attention to:



The quality of the Building  
The quality of the Housing Association  
The quality of the Care Provider

### Quality of the Building

Civitas has invested in a mix of purpose built properties, repurposed and new build and traditional adapted properties, all of which are used to serve a broad range of care needs. They include:

- + Purpose-built properties which provide accommodation for up to 20 individuals with higher care needs
- + Repurposed and new build properties with accommodation from 1 to 20 tenants. These are available for people with a range of care needs.
- + Traditional adapted properties are existing properties that have already been adapted for Specialist Supported Housing. These are located in the community and provide housing and support for a range of care needs.

From our recent site visits, all staff members are very happy with the building quality and layout. The properties were well maintained and looked after.

### Quality of the Housing Association

Civitas continues to build good partnerships with the Housing Associations it works with. It is seeking to raise governance and management standards across the SSH sector recognising that many of these are small specialist organisations, with less than 1,000 units. In FY17/18 Civitas carried out the following:

- + Reviewed all partner Housing Associations on a quarterly basis – focusing on voids, rents, health & safety and compliance. There are additional check-ins between reviews.
- + Ran a best practice workshop with all Housing Association partners. The focus was on the Housing Regulator requirements for all Housing Associations.
- + Developed a Best Practice Protocol. This provides a set of principles for all Housing Association partners including conducting business with integrity, treating customers fairly and working with due skill, care and diligence. Over the next 6 months Civitas and The Good Economy will continue to look at ways of measuring the efficacy of the Protocol in raising the standards of Housing Associations.

### Quality of the Care Provider

Most of Civitas' tenants have long-term disabilities or mental health issues. Care and support is provided by 93 registered care providers. All these care providers have a CQC rating of good or outstanding. The care provider assesses each tenant individually and then puts in place a plan of support, working closely with the tenant's social worker where needed.

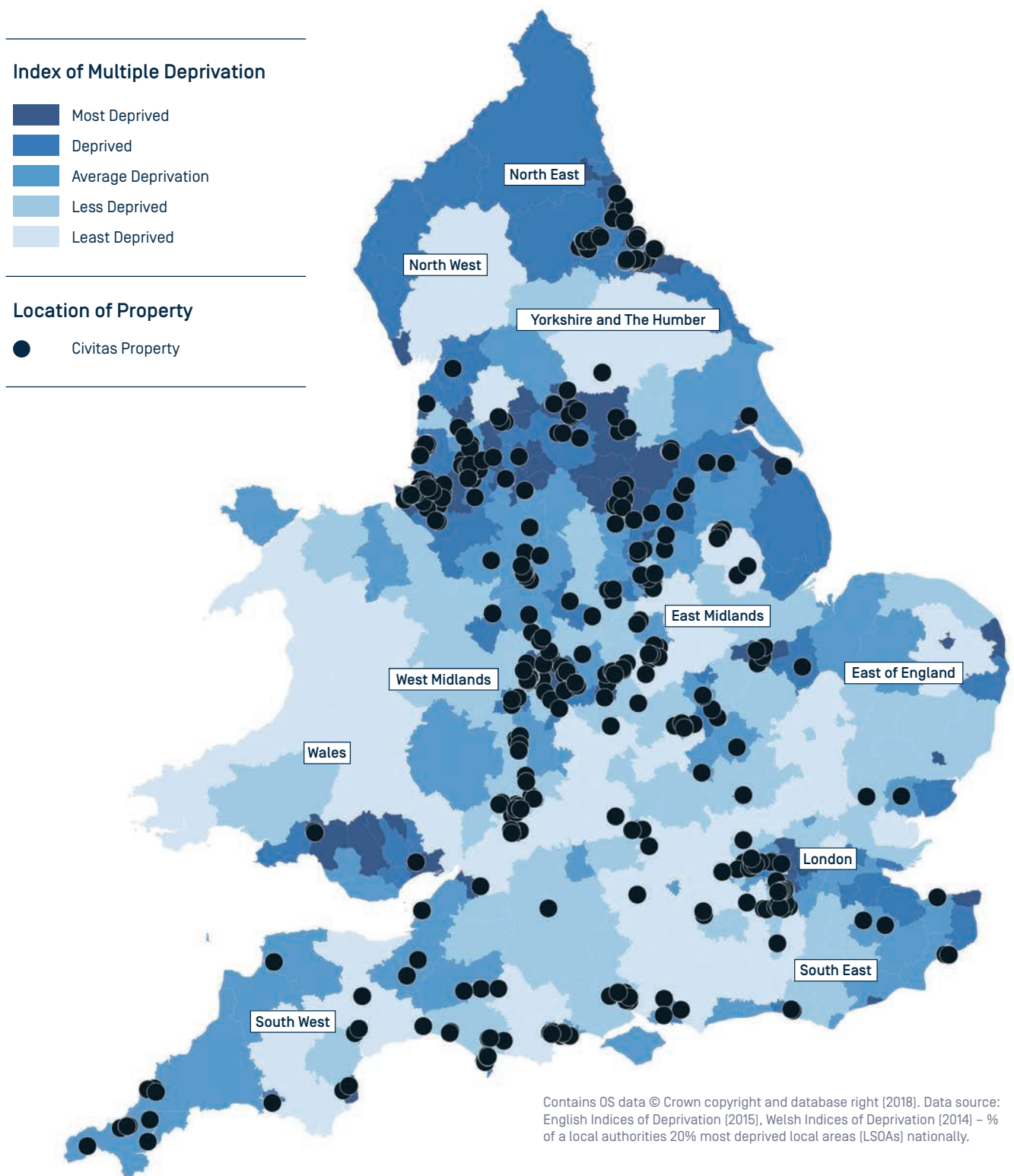


Civitas is continuing to grow its provision of Specialist Supported Housing. Over the last three months, the Civitas portfolio has grown by 22% to a total of 522 properties. Growth hasn't come at the cost of social impact.



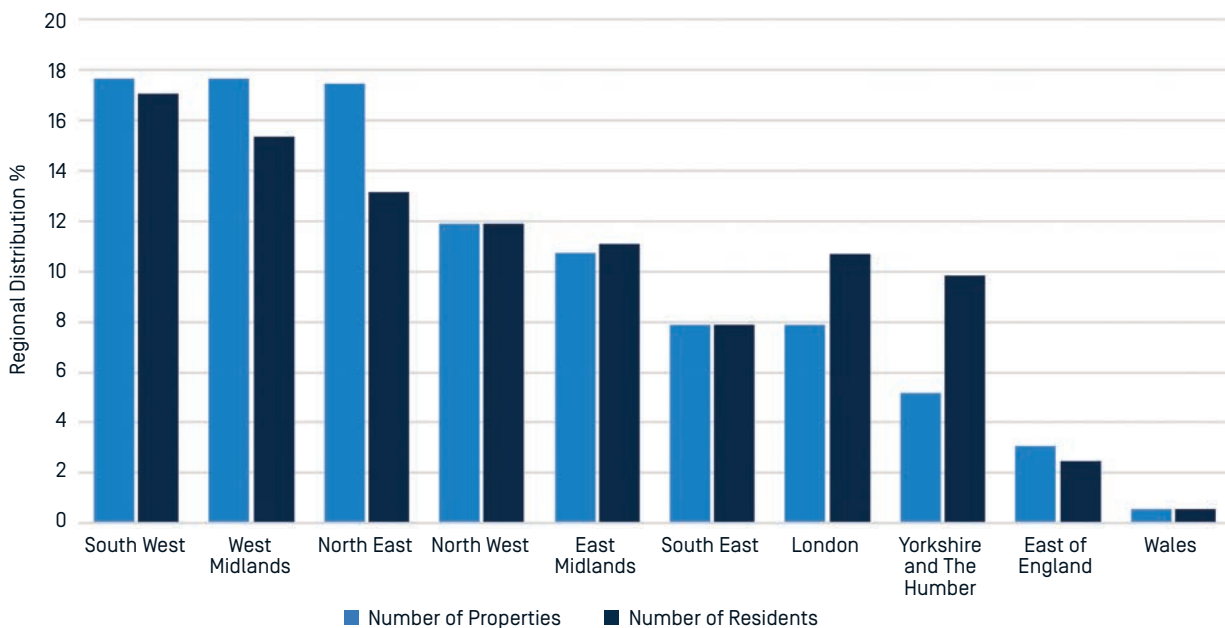
### 4.3 The Location of Provision

Civitas is increasing the supply of SSH in areas that are deprived and have the highest need for social housing. As of 30 September, 69% of Civitas properties are located in 40% of the most deprived Local Authorities.



In addition to targeting the more deprived Local Authorities, Civitas is also investing in regions that are less well off – the South West and North of England.

#### Regional Distribution of the number of properties and capacity



## 4.4 Additionality

Civitas' overall impact must be considered against its additionality. The Good Economy considers Civitas to have high additionality when it purchases properties and brings them into the social housing sector for the first time. As of 30 September 2018, Civitas had purchased 187 properties from private ownership and transferred them to the management of registered social Housing Associations [35% of its portfolio].

The evergreen nature of the investment trust enables the properties to be kept as social housing for the long term. In some cases, a current owner can face financial difficulties and needs to sell the property – Civitas is able to purchase the property and therefore keep it in the social sector.

**Civitas is increasing the supply of SSH in areas that are deprived and have the highest need for social housing.**

## 4.5 Outcomes – providing value for money and better wellbeing

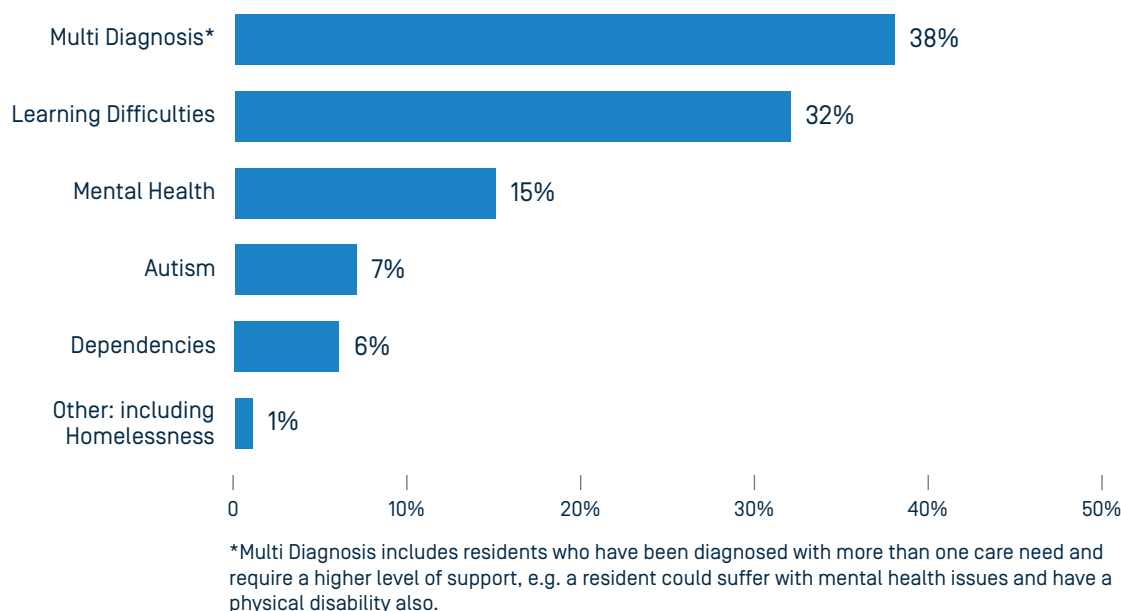
There is good evidence that SSH provides value for money for the public purse, and improves the quality of life of residents when compared to institutional care. Two recent papers that examine this are:

- ✚ The 'Future of supported housing' a report by the House of Commons, Communities and Local Government and Work And Pensions Committees, April 2017
- ✚ Mencap and Housing Learning and Improvement Network [LIN] 'Funding supported housing for all: Specialised Supported Housing for people with a learning disability', April 2018

This evidence provides confidence that when Civitas increases the supply of high quality SSH, its tenants will experience positive outcomes. We are also confident that placing someone in supported housing is a lower cost option, compared to residential or in-patient care. This evidence suggests that when placing someone in SSH there is a net saving to the public purse of £191 per week when compared to a residential care placement, and £1,931 per week when compared to an inpatient place. The Good Economy will work with Civitas to carry out more value for money analysis in next year's Impact Report.

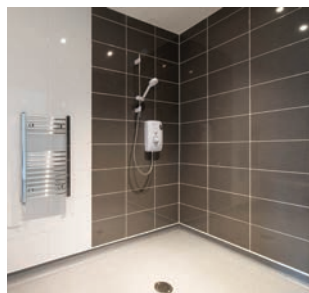
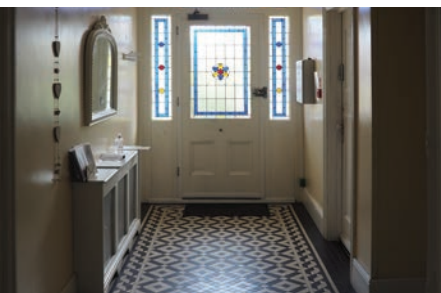
Civitas' tenants have a wide range of some of the most complex problems:

### Percentage of Residents by Type of Care Needs



There is good evidence that SSH provides value for money for the public purse, and it improves the quality of life of residents when compared to institutional care.





By investing in SSH, Civitas contributes to a wide variety of social outcomes for its tenants. We have seen evidence of:

- + Improved health and wellbeing
- + Ability to take part in more social activities
- + Learning new skills e.g. cooking, managing money
- + Opportunities to become more independent
- + Greater involvement in the local community
- + Improved relationships with family

Due to the diverse nature of the tenants underlying problems and needs, outcomes vary from one individual to another. From our case studies, we have seen examples of tenants living in Specialist Supported Housing where they are receiving tailored support from specialist care providers, leading to improved health and wellbeing outcomes.

This support is enabling residents to learn skills and build confidence reducing their overall reliance on care services. For some this means being able to move on and live independently (see Resident Story – Sarah).

Civitas' investment into SSH is providing vulnerable people with a home where the maintenance of the property and delivery of care is in place. For the resident this provides security and support in a home they can call their own for the rest of their life.

The following case studies provide qualitative evidence and examples of how high quality SSH can deliver positive outcomes.

## CASE STUDY – Bolton Brow

	<b>Property type</b> Specialist supported housing for women with learning difficulties	
	<b>Investment date</b> June 2017	
	<b>Total potential number of residents</b> 5	

### About Bolton Brow

This property was bought by Civitas in June 2017. It is managed by IKE Supported Housing, a registered non-profit Housing Association, with 24/7 care support provided by Community Support Service (CSS), contracted by Calderdale Council, the Local Authority. At their last inspection, in June 2016, CSS received a CQC rating of Good across every area. The inspectors had no recommendations going forward.

When setting up Bolton Brow, Calderdale Council Adult Social Care Services worked closely with IKE to source a property in the middle of the local community that met the needs of particular individuals who were considered to be well-suited to live in supported housing. Due to their long-term need for this type of supported housing, Calderdale put out a 25 year commission. This gives security of tenure to IKE and the residents. It also makes for an ideal, long-term investment for Civitas.

### IKE Supported Housing

IKE Supported Housing are a family run Housing Association that specialise in SSH. They have grown organically over the last 15 years. Starting with just one house, they currently have 26 homes and 124 tenants, spread over the north of England and Wales. One of IKE's strengths is their personal approach to their tenants – they are at a size where the CEO, Martyn Smith, knows each tenant on an individual basis. As they are a specialist housing association they have made a number of provisions for their tenants. For example, to increase the understanding of tenants with learning difficulties, everyone is issued with a pictorial form of tenancy agreement.

“ It's important that Civitas have similar values and a similar ethos to us.

Martyn Smith, CEO, IKE Supported Housing

IKE are responsible for looking after the building and regularly carry out inspections and arrange for repairs to be completed. They contract local, independent tradesman and see this as a clear win-win, as well as supporting the local economy they are also more likely to get same-day service if the tradesman lives near the house.

Bolton Brow houses five women who have a range of different learning difficulties. Every member of the house has their own individual care plan with varying degrees of care and support required from the support workers who are on hand 24 hours a day. The support team work with the women on an individual basis helping them to carry out daily tasks by themselves whilst also accessing local services.

The commissioning team were keen to secure Bolton Brow as there was plenty of communal space for residents to be able to interact with one another and their support workers. The property has been reconfigured with appropriate adaptations made, and regular maintenance carried out by IKE to ensure residents are comfortable. Civitas' purchase of Bolton Brow has brought much needed SSH to the area which was not previously available. The long lease crucially gives residents the security of a home for as long as they need and allows the local authority to house someone quickly should a space become available.





### Resident Story – Sarah

Sarah has spent most of her life in the care system having been diagnosed with learning disabilities as a child. She lived in foster care until she turned 18, when she moved in with her Grandmother. She stayed there until her Grandmother's health deteriorated and she wasn't able to support Sarah anymore, at which point Sarah moved to Bolton Brow.



Since moving to Bolton Brow, as well as learning how to cook and manage her own finances better, Sarah has grown in confidence and is now more social. Developing these life skills was essential for Sarah to have the confidence and capability to move out and live independently.

Due to the progress that she has made, Sarah is now due to move out in November to live in her own flat, making way for somebody new to move in to the Bolton Brow house. When asked about what she would miss about the house Sarah said "I'm looking forward to living by myself, but I'll miss the view from my window!".

This case study has been anonymised to protect the individual's identity.

In supported housing, Sarah has developed the life skills needed to enable her to move out and live independently.

## CASE STUDY – Lancaster Avenue

	<b>Property type</b> Specialist supported housing for women with learning difficulties	
	<b>Investment date</b> December 2016	
	<b>Total potential number of residents</b> 12	

### About Lancaster Avenue

Bought by Civitas two years ago, Lancaster Avenue is a specialist supported house, with 12 self-contained rooms each with their own bathroom, two of which have their own kitchens. The property is leased and maintained by Falcon Housing Association CIC and all residents sign a tenancy agreement. The Good Economy's visit confirmed that Falcon are responding to the needs of the residents. They have recently installed new boilers and carpets.

The residents here are all women, ranging in age and level of support needs. All the residents have been diagnosed with either learning disabilities, mental health or autism – in some cases there are overlapping needs. Having previously been a learning disability centre, the property has been adapted to provide the appropriate support to residents. Certitude are the care provider and provide 24/7 support to residents in a tailored way. Certitude have been working across London since 1990 and currently support more than 1500 people with learning disabilities, autism and mental health needs, including the 12 women at Lancaster Avenue. Certitude and Falcon jointly liaise with Lambeth Council to ensure residents are supported with their moves into the property.

Certitude encourages their residents to build up independent life skills before ideally transitioning to more independent living. Having met with Angela, one of the support providers at the property, the personal nature of the support for residents was quickly understood. Certitude provide daily activities for residents in the communal living space on the ground floor in addition to the one on one support each resident receives, including practical advice on cooking, budgeting, cleaning, self-medicating and accessing the community.

“Specialist supported housing gives a sense of independence and a chance to build skills. We are coming into their home to help them.

Angela, Deputy Manager

While visiting, it was clear that the residents are free to take ownership of the space. The support provider deliberately didn't put unnecessary signs on the walls to make it feel like a home, rather than an institution. The residents frequently organise their own activities, for example Jade had organised a party for Halloween.





Jade has received the support she needs, and really enjoys the communal spaces of this property which she didn't have in her previous home.



### Resident story – Jade

Since being diagnosed with a complex mental health disorder a couple of years ago, Jade had been hospitalised before moving to SSH. Since moving into Lancaster Avenue in September 2018, Jade has settled in very quickly, and really enjoys the communal spaces of this property which she didn't have in her previous home.

An example of how at home Jade feels is that she organised a Halloween party for all the residents; buying and displaying decorations throughout the house.

Jade studied archaeology at Durham university before becoming unwell, but still carries on her love of digging in the garden. She has recently volunteered at a garden centre in Streatham and hopes to help with the large garden at Lancaster Avenue.

While living at Lancaster Avenue, Certitude will monitor and assess Jade's progress and feedback to her care coordinator. Where additional support is required like visits from a psychiatrist, it can be provided to her in her new home. But for now, it's clear that Jade is enjoying the sense of community and life at Lancaster Avenue.

This case study has been anonymised to protect the individual's identity.



## 5 / Corporate Social Partnerships

During the period, Civitas has partnered with three organisations working to support homeless people.

### 5.1 Crisis: Together We Will End Homelessness



Crisis is a national charity for the homeless that works to provide vital support so that people can rebuild their lives and are supported out of homelessness for good. As an organisation, they have over 50 years' experience working with the homeless and campaigning for permanent change.

#### Civitas supporting 'Renting Ready'

Civitas' partnership with Crisis is now into its second year, with Civitas funding continuing to pay for one Housing Trainer for Crisis' 'Renting Ready' training course.

This course helps vulnerable people to build the skills and the knowledge they need to be able to live independently and to manage and maintain their tenancies successfully. It supports them to approach landlords where needed and help them understand their own rights and responsibilities.

The course is delivered across the 11 Crisis Skylight centres around the UK.

“ Their legislation knowledge was a great help to me as I have been told how to go about the dispute I'm in with my landlord's agents over my eviction and deposit loss.

Renting Ready Learner, HMP Bullingdon

#### Results and Impact

As of June 2018, the following results and outcomes have been achieved:



**11 COURSES** delivered



**100%** of learners reported that they found Renting Ready useful



**71 LEARNERS** received Renting Ready



**100%** of learners reported increased confidence in managing a tenancy because of Renting Ready



**16 STAFF** trained



**100%** of learners improved their tenancy related knowledge as a result of Renting Ready



### Further support for Crisis

Alongside Renting Ready, Civitas is working with Crisis to identify further strategic support that it can provide. One possible area of collaboration is on a Crisis project to provide a social rent collection service – this can often be a worry for landlords when working with ex-homeless people. Civitas is also in discussion with Crisis to jointly present at future conferences.

“ What has impressed me about Civitas is not only do they want to build social purpose into their business model, but they are trying to solve the housing problem on all fronts.

Jon Sparkes, CEO, Crisis

## 5.2 The Choir with No Name: Choirs for People Affected by Homelessness



The Choir with No Name is an organisation that runs choirs for people who have experienced homelessness and other forms of marginalisation. Founded on the premise that singing makes you feel good, The Choir with No Name aims to be a positive force in the life of vulnerable individuals.

### About The Choir with No Name

The Choir with No Name is an organisation that runs choirs for people who have experienced homelessness and other forms of marginalisation.

People who are homeless or otherwise on the margins of society are often struggling with loneliness or isolation. The most important aspect that the choir aims to bring to the lives of its members is to enable them to re-form positive relationships and re-discover a sense of community, especially where traditional support networks from family or friends may have broken down.

Civitas are keen to continue to support the growth plans of The Choir with No Name. This secure source of funding is important as it both enables the organisation to plan for the future, whilst also allowing the various choirs to continue providing their valuable services to individuals in need.

### The Choir with No Name Impact

#### MEMBER SURVEY RESULTS 2018



**94%** of members have learnt at least one new skill apart from singing



**79%** of members feel the choir has helped them take up volunteering, employment or find/maintain more secure housing



**93%** of members report an increase in confidence



**76%** of members report an improvement in their mental health



**96%** of members feel that they've made friends at choir

### 5.3 Next Meal: Connecting homeless people with their nearest drop-in centre



NextMeal.co.uk is a website that points a user to their nearest homeless drop-in centre, soup kitchen or advice hub. The website is designed to be used on a smartphone, and uses technology to connect a homeless person to their nearest warm meal and wider support services.

#### About Next Meal

Founded in October 2017, NextMeal.co.uk is a website that points a user to their nearest homeless drop-in centre, soup kitchen or advice hub. The website is designed to be used on a smartphone, which are now widely available and uses technology to connect a homeless person to their nearest warm meal and wider support services. They are working to reduce street homelessness altogether.

Over the last 12 months, Next Meal have grown to now partner with 300 drop-in centres spread out across all the large cities in the UK. They currently direct 60 homeless people each day to their closest free meal. In August 2018 they received the Prime Ministerial Point of Light award.

Civitas have supported the growth of Next Meal, connecting them to their network of housing associations and homeless charities. In addition, Civitas invited them to share exhibition space at the CIH conference where they could promote the idea to sector professionals. This support is an excellent example of Civitas leveraging their relationships and growing influence to support other approaches to tackling shared challenges.

### 5.4 Civitas Community Prize

In June this year Civitas gave out their inaugural Civitas Community Prize at the Chartered Institute of Housing (CIH) annual conference and exhibition. Housing associations working with Civitas were able to pitch – to a panel of judges from across the sector – for a charity or community project to win the £5,000 prize.

The prize was awarded to Opoka – a Bristol based charity – providing support to Polish survivors of domestic abuse. Founded in 2012, the project has helped more than 400 women and children in the UK. The prize also led to national coverage of the charity's work in the housing press, increasing the visibility of the important work being done.



## 6 / Conclusions and Forward Look

Civitas set out to make a significant and positive contribution to the UK social housing sector. Within less than two years of launch, Civitas has become a large-scale operation, having invested a total of £619 million in 522 properties. These are all supported housing properties which have improved the quality of life for vulnerable people with care needs.

**Our main conclusions are:**

- ✓ Civitas continues to grow the size of its portfolio at a steady rate. Over the last 3 months the number of properties has increased by 22% and the number of tenants by 25% to over 3,400 people. As Civitas' portfolio grows, so too does its impact.
- ✓ Civitas are deepening and strengthening its relationships both with Housing Associations and care providers. This demonstrates its commitment to ensuring high quality standards in terms of both housing and care.
- ✓ Civitas is delivering high additionality in instances where it acquires properties that are privately owned and transfers them to registered Housing Associations so increasing the number of social homes. To date, a total of 187 properties (35% of the portfolio) have been converted to social housing for the first time.

### Forward Look

Civitas' experience demonstrates how collective action is required to deliver high quality social housing that has positive benefits for residents.

This is a shared value model in which all stakeholders have a role to play in delivering positive impact – Civitas (as the investor), central government, local authorities, Housing Associations, care providers and regulators.

The Good Economy will continue to work with Civitas to improve Civitas' impact measurement and management and ensure we shape and remain aligned to emerging global impact reporting standards. In the year ahead, we will be looking into quantifying the value for money of Civitas' investment model at the national as well as local level. In 2019, The Good Economy will work with Civitas to develop a methodology to quantify the financial value of Civitas' impact and better measure and enhance environmental sustainability performance. We will also work towards more integrated financial and impact reporting.



As Civitas' portfolio grows,  
so too does its impact







## Annex 1: List of Registered Providers

REGISTERED PROVIDER	OVERVIEW	REGIONS OF OPERATION
Auckland Housing Association	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	North East
BeST Ltd	A specialist provider of accommodation in the supported living sector for vulnerable individuals	National
Blue Square Ltd	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	National
Chrysalis Supported Housing Association Ltd	A specialist provider of accommodation in the supported living sector for individuals recovering from harmful addictions	South East, South West, Wales, West Midlands
Encircle Housing Ltd	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	National
Falcon Housing Association CIC	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	National
Harbour Light Assisted Living	A specialist provider of accommodation in the supported living sector for individuals with a range of disabilities	North West
Hilldale Housing Association Ltd	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	North West
IKE Supported Housing Ltd	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	East Midlands, North East, West Midlands, Yorkshire and the Humber
Inclusion Housing CIC	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	National
My Space Housing Solutions	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	North East and North West
New Walk CIC	A specialist provider of accommodation in the supported living sector for vulnerable individuals	North East
Pivotal Housing Association	A specialist provider of accommodation in the supported living sector for vulnerable individuals with specific needs	South West
Trinity Housing Association Ltd	A specialist provider of accommodation in the supported living sector for vulnerable individuals with specific needs	National
Westmoreland Supported Housing Ltd	A specialist provider of accommodation in the supported living sector for individuals with a range of complex care needs	National

## Annex 2: List of Top 10 Care Providers

CARE PROVIDER	OVERVIEW	REGIONS OF OPERATION
Alternative Futures Group	Leading nationwide provider of care services for adults with complex care needs and young people in transition	North West
Care Management Group	Support provider for individuals with learning disabilities and particularly complex needs, aiming to enable people to live independent lifestyles	East of England, Greater London, South East, South West, Wales
Encompass Care	Care provider for individuals with learning disabilities and mental health needs in Dorset	South West
Essential Care & Support Ltd	Care Provider with a wider range of specialisms including learning disabilities, mental health conditions and caring for adults over 65 years	North East
Exemplar Healthcare	A specialist care provider that provides support for a wide range of physical and mental conditions	Midlands and North of England
InMind	Care provider for individuals who have complex mental health needs, personality disorder and physical health needs	East Midlands, London, West Midlands, Yorkshire and the Humber
Lifeways	Leading nationwide provider of supported living and residential care services for individuals with diverse and often complex needs	National
National Care Group Ltd	Leading provider of care and support services to vulnerable adults with a wide range of disabilities and needs	National
Shelton Care Ltd	Care provider supporting individuals with varying needs to develop the skills they need to live as independently as possible	West Midlands
Transparent Care Ltd	Care service provider that aim to maximise individuals' wellbeing and promote their independence and choice	East of England, Greater London, South East, West Midlands





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The Good Economy is a social advisory firm  
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