

THE
GOOD
ECONOMY



Funding Affordable Homes

Social Impact Report 2018



Contents

1	Introduction	2
2	Overall Performance	4
3	Portfolio Summary	6
	Location of FAH Properties	7
4	Review of Investments	8
	Midland House, Luton	8
	Rosebank Park and Beaumont House, Essex	14
	Independent Living, England-wide	18
	Balmoral Road, Northampton	22
	Island Point, Tower Hamlets, London	24
	Landmark Pinnacle, Tower Hamlets, London	26
	Ryde, Isle of Wight	28
5	Headline Results	30
6	Conclusions and Lessons Learned	31
	Appendix 1: Impact Assessment Methodology	34
	Appendix 2: List of Interviewees	36

1 Introduction

Funding Affordable Homes (FAH) is a social impact investment fund launched in 2015. Its social purpose is to increase the provision of good quality, affordable housing to improve the lives of people in social need. FAH enables investors to achieve a competitive financial return while putting their capital to work to achieve positive social impact. The fund aims to attract new sources of capital to the social investment market, and help tackle the chronic shortage of affordable housing across the UK.

This report is the third Impact Report prepared by The Good Economy Partnership (TGE), which acts as the social impact advisor to FAH. TGE helps FAH to measure, track and manage the impact of its investments. TGE conducts pre-investment social due diligence on each potential project considered by FAH and carries out this annual review to examine the overall social performance and impact of FAH's investments over time. This report covers the year to 30 June 2018.

TGE takes a stakeholder-driven and outcomes focused approach to its work with a core focus on residents' lives and their well-being. The Impact Assessment Methodology is provided in Appendix 1. TGE's approach is aligned with the Principles for Social Value which are generally accepted social accounting principles.¹ This report is based on a mix of primary and secondary data, including information gathered during site visits and from semi-structured interviews with residents, housing associations, local authorities, care providers, developers and building contractors. See Appendix 2 for list of interviewees.

FAH provides much needed capital for the forward funding of new housing developments. FAH owns the properties and leases them to local Registered Providers (either a housing

association or a local authority) to manage on a day-to-day basis through long-term (20 to 35-year) leases. FAH is different from other affordable housing investment funds in that its investment strategy is focussed around forward funding the construction of new high quality affordable homes. FAH has also established a wholly owned Registered Provider, Funding Affordable Homes Housing Association Limited (FAHHA), which allows it to secure government grants and participate in Section 106 planning agreements, thereby allowing it to accelerate its investment programme.

FAH generates revenue from rental income and interest from forward funding. The value of the property investments also grow with time as rents are linked to annual inflation rate increases. A significant proportion of the rental income is from central and local government through housing benefit, which supports eligible residents whose incomes are too low to meet the full cost of housing.

FAH has raised capital from Big Society Capital, the Joseph Rowntree Foundation and other investors, including high net-worth individuals and family offices. Through its investments, FAH aims to play a significant role in addressing the urgent need for new affordable housing, particularly for those on low incomes.

"At the heart of FAH is the desire to build communities around decent homes in which people can pursue improved lives."

Lord David Triesman, Chairman of Funding Affordable Homes

Island Point, Tower Hamlets, London

¹ See <http://www.socialvalueuk.org/what-is-social-value/the-principles-of-social-value>

2 Overall Performance

As of 30 June 2018, FAH has committed a total of **£123 million** to eight projects comprising **701 homes** providing accommodation for more than **1,100 people**. The portfolio is diverse with approximately **62%** specialist housing and **38%** general needs housing. Four projects are operational all of which are specialist housing: Extra Care for older people; supported housing for individuals with care needs; and homelessness accommodation. Currently, a total of 285 people are resident in FAH properties.

FAH has a diversified portfolio with a national footprint across the UK and a mix of tenures. The portfolio includes:

- **Specialist housing [62%]** including homelessness accommodation; Extra Care for older people; and Specialised Supported Housing (SSH) for people with learning or physical disabilities; autism; or mental health issues.
- **General needs [38%]** including social & Affordable rented and shared ownership homes in areas of high housing need. FAH recognises concerns that housing has become less affordable in recent years. It works with local authorities to ensure rents are truly affordable to those on lower incomes. Shared ownership housing is usually developed as part of mixed tenure housing schemes.

FAH's properties are managed by six Registered Providers who are responsible for day-to-day property management and tenancy support services. In the SSH schemes, care services are provided by eleven Care Quality Commission (CQC) regulated care providers, who are contracted directly by the local authority.

Balmoral Road, Northampton



Homeless Hostel, Luton

Social need. All projects are responding to strategic housing needs identified by local authorities. Given the reductions in government capital funding for affordable housing, local authorities and Registered Providers are increasingly looking for new sources of funding. Those interviewed welcomed FAH as a new provider of long-term funding. However, this welcoming attitude takes time to foster. Many local authorities are wary of private finance providers and for-profit housing associations. The FAH team have worked hard to raise awareness and understanding of the funding model and the benefits it brings with positive results, as evidenced by the strong pipeline and demand for FAH investment.

Additionality. In all cases FAH adds value by bringing in private investment to fund new affordable homes in areas of high housing need that may not have been built otherwise. Increasingly with new projects in the pipeline, TGE is finding that FAH is achieving additionality that exceeds expectations. In these cases, FAH's business development team has worked closely with local authorities, housing associations and developers to convert private housing development opportunities into regulated affordable housing schemes. This can provide as much as an additional 70% of affordable homes on the sites in question.

Delivery of social outcomes. The core aim of FAH is to deliver quality, affordable homes that enables people to have a better quality of life. Outcome measures include tracking levels of resident satisfaction with the accommodation and care received and the difference this has made to their lives. Results are reported in the project reviews (see Section 4). In 2019, TGE plans to design a survey instrument to track outcomes across a cohort of FAH residents over time.

"In the past, we have been cautious about working with for-profit housing associations. However, with FAH our view has changed. Our traditional housing providers have not been able to generate a sufficient supply of new homes to meet evidenced need. So we have welcomed FAH's ability to work with developers and local housing associations to provide new affordable housing schemes."

Housing Strategy Manager, Peterborough City Council

Impact Risks. FAH recognises that there are impact risks – that outcomes may be different from expectations. The main risk for FAH is that the local Registered Provider does not deliver the quality of housing management service expected and, in the case of supported housing, there is a lack of quality care provision. In 2017/18, First Priority Housing Association, the Registered Provider for FAH's portfolio of 103 Independent Living homes, ran into financial difficulties. The Regulator of Social Housing (RSH) found it lacked 'sufficient working capital' and censured it for a 'failure of governance'. FAH actively managed the situation and its own Registered Provider arm, FAHHA, took over management of the properties. Importantly from the residents' perspective, no one had to move out, maintenance of the properties has improved and all care providers remained in place with no disruption or lowering of standards of care provision.

3 Portfolio Summary

Project name	Location	Amount committed	Type of property	Project status	No. of units	Potential no. of residents
Midland House	Luton, Bedfordshire	£7.3m	Homelessness accommodation	Operational	78 x 1&2-bed flats	78
Rosebank Park	Harwich, Essex	£9.3m	Extra Care for over 55s and learning disabilities	Operational	70 x 1&2-bed apartments	c.105
Beaumont House	Walton-on-the-Naze, Essex	£8.2m	Extra Care for over 55s	Operational	60 x 1&2-bed apartments	c.90
Independent Living	England-wide	£24.4m	Care in the Community for people with learning or physical disabilities, autism and mental health issues	Operational	32 residential properties providing 103 individual tenancies	103
Balmoral Road	Northampton, Northamptonshire	£15.6m	Extra Care for over 55s	Under construction	80 x 1-bed apartments	c.120
Island Point	Tower Hamlets, London	£29.7m	Social & Affordable rented and shared ownership homes	Under construction	173 x 1- to 5-bed homes	c.450
Landmark Pinnacle	Tower Hamlets, London	£12.1m	Shared ownership homes	Under construction	35 x 1&2-bed apartments	c.50
Ashey Road	Ryde, Isle of Wight	£16.4m	Extra Care and shared ownership bungalows for older people	Under construction	75 x 1&2-bed apartments and 27 x 2-bed bungalows	c.150
Total		£123.0m				c.1,146

Note. The actual number of residents is tracked on an annual basis for projects that are operational.

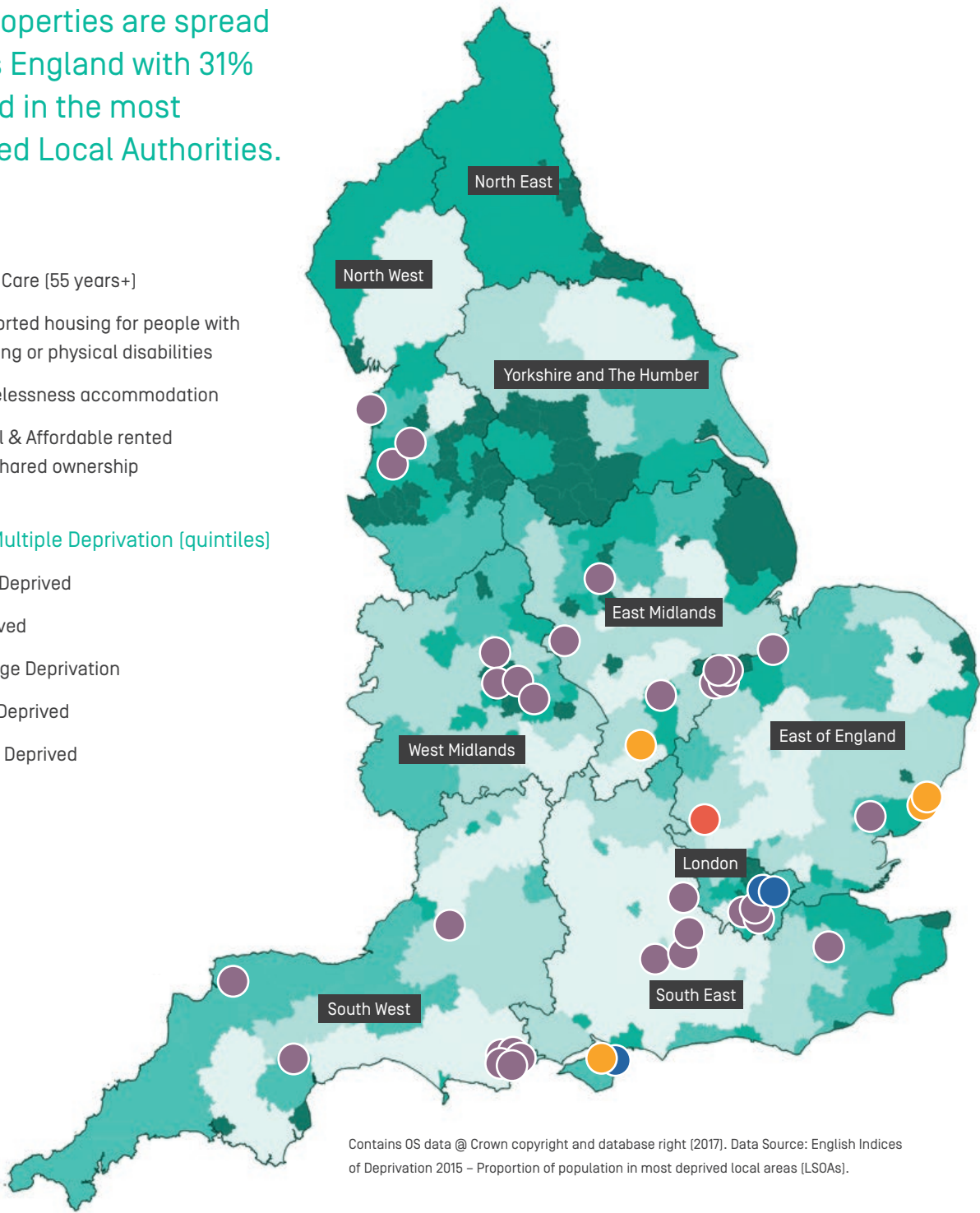
Location of FAH properties

FAH properties are spread across England with 31% located in the most deprived Local Authorities.

- Extra Care (55 years+)
- Supported housing for people with learning or physical disabilities
- Homelessness accommodation
- Social & Affordable rented and shared ownership

Index of Multiple Deprivation (quintiles)

- Most Deprived
- Deprived
- Average Deprivation
- Less Deprived
- Least Deprived



4 Review of Investments

Midland House, Luton



Property type

Homelessness hostel

Investment date

October 2015

Total actual number of residents

78



Location: Luton

CONTEXT AND SOCIAL NEED

The level of homelessness in the UK is a cause for grave concern. With the affordable housing sector under immense pressure, the reduction in welfare benefits and long-term private rental accommodation increasingly expensive and hard to find, more and more people across the country are grappling with the reality of being unable to find an affordable home. A recent report by the homelessness charity Shelter calculated that there are 307,000 people regarded as homeless in Britain – equivalent to one in every 200 people.²

Luton continues to be ranked amongst the country’s worst affected areas. In response, Luton Borough Council launched a Homelessness Prevention Strategy 2016–2021, which aims to halve the number of people sleeping rough by 2021. This is a joint strategy between Luton Council and Luton Clinical Commissioning Group which will focus on provision of effective early intervention actions and ensure a range of housing services and support options are available.

At the national policy level, the Homelessness Reduction Act, which came into force in April 2018,

echoes this focus on prevention and early intervention. The Act requires local authorities to actively take steps to prevent households tipping into homelessness. Also of importance at the national policy level is ‘Housing First’, a new project for the most vulnerable and entrenched rough sleepers which works by housing homeless people quickly into a long-term home with access to flexible support services. Combining Housing First, which is currently being piloted in Luton, with the support provided by YMCA Bedfordshire at Midland House, is a prime example of the kind of multi-agency working which is a key element of Luton’s Homelessness Prevention Strategy.

PROJECT DESCRIPTION

Midland House provides a temporary home and personalised support for vulnerable homeless people to help them improve their mental and physical wellbeing, regain their independence and reintegrate into the community. The hostel was completed and opened to residents in June 2016.

The building was originally an office block which has been converted into a 78-bed hostel with funding

² Shelter, ‘Far from Alone: Homelessness in Britain in 2017’, November 2017



from FAH. It comprises 72 bedrooms in two-bedroom clusters, each with a small lobby, kitchen and bathroom, and a fourth floor of six single occupancy 1-bed flats. These single-occupancy flats are used as a bridge between the hostel and a social- or private-sector tenancy. They are generally for individuals who have shown positive progress, often having some form of employment and plans to move on from the hostel into a flat of their own in the near future.

Eligible residents are those aged between 18 and 64, both male and female who fit into a Low Risk category. YMCA Bedfordshire place an emphasis on preparing residents to sustain their own tenancy and staff provide support on housing related matters, including housing benefit, personal benefits and budgeting. Further support needs are identified on an individual basis depending on an individual’s capabilities and aspirations. Residents are signposted to appropriate external agencies and supported to find work. The maximum stay is two years, although there is a degree of flexibility depending on individual situations. The majority of residents have moved on into more permanent housing within one year.

The hostel provides high quality accommodation and does not have an institutionalised ‘feel’. Rather it is designed to give residents a sense of independence –

there are no curfews, residents have their own key and while there are House Rules e.g. no alcohol, these are enforced with a sense of fairness and in consultation with residents.

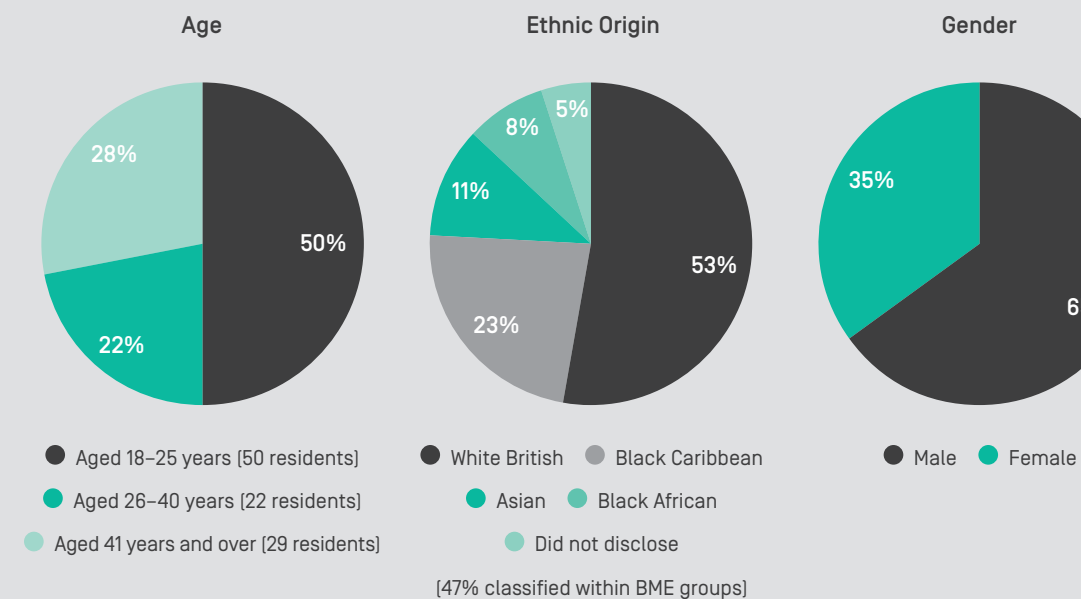
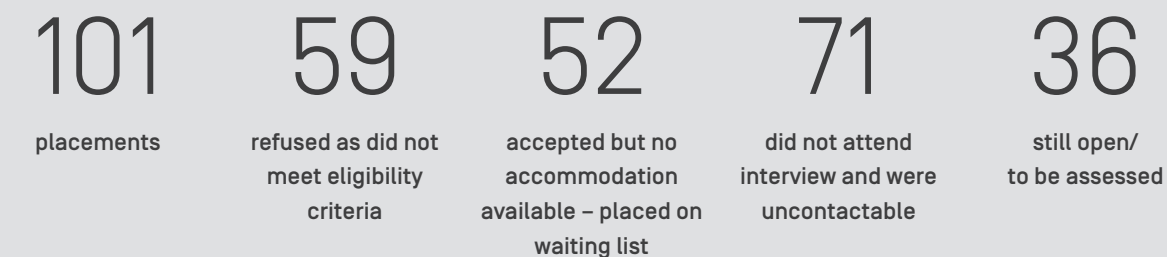
There is very high demand for such homelessness accommodation. Since opening its doors in June 2016, Midland House has had nearly 100% occupancy and has over 50 people on its waiting list.



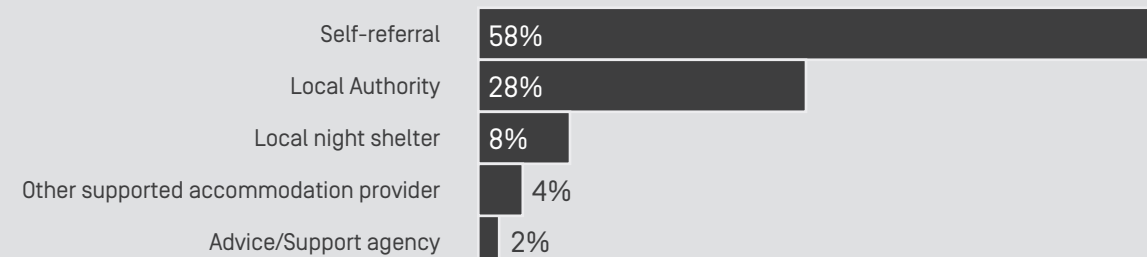
WHO BENEFITS

No. of referrals during the year for 78 places.

319 referrals of which:



Housing Status on Referral



Impact
summary

HOW DO RESIDENTS BENEFIT

The Key Performance Indicators for Midland House to measure how residents benefit are:

1. Planned versus Unplanned departures; and
2. At an individual level, progression towards building confidence and the capability to secure employment or training and sustain an independent tenancy. The 'Outcomes Star' is used as a tool to help track an individual's progress.

A planned departure is when the resident has left on mutual terms with YMCA support staff. This includes positive move-ons to affordable housing, private rented accommodation or moving in with family or friends depending on the individual's needs and circumstances. A planned departure also includes negative move-ons, a planned eviction due to significant rent arrears or anti-social behaviour. An unplanned departure includes abandonments, unplanned evictions and entering police custody.

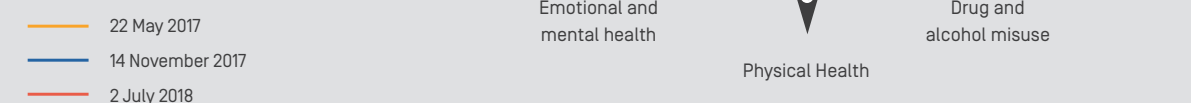
During the year 2017/18, 105 residents vacated Midland House.

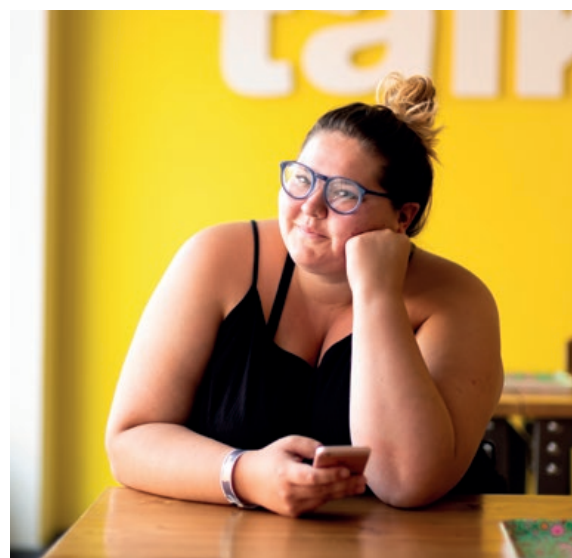
93% of departures were a Planned Move [39% year-on-year increase]. Of those Planned Moves:



INDIVIDUAL OUTCOMES FOR IAN [see case study on page 12]

YMCA staff focus on supporting residents build their confidence and capabilities, and fulfil their aspirations. Staff currently use the Outcomes Star [OS] for homelessness as a tool to track outcomes together with residents. The OS has 10 dimensions, each with 10 stages, and is used to track the individual's journey of change to a point where they are equipped for independent living.





Case studies

Ian's story

Ian had experienced problems with alcohol dependency for many years, but when he lost his job his life began to spiral downwards. Becoming more and more reliant on alcohol, Ian's personal finances dwindled, and he ended up unable to pay the rent and being evicted. Ian's brother, who lives in Luton, offered Ian a temporary home and supported him to get a place on an alcohol addiction programme. Ian self-referred to Midland House. Whilst it was a shock to the system as Ian had never lived in such an environment before, he remarks that he was surprised at the quality of the room – *"I've stayed in worse hotel rooms!"* Ian has now been at Midland House for just over a year and has progressed to living in one of the single-occupancy flats on the fourth floor where he enjoys having his own space. Today, Ian spends his days volunteering at Stockwood Park, a local country house, where he works with the head gardener tending the grounds. He has aspirations to secure paid employment in a gardening role, and to move into a flat of his own in the coming year.

"If it wasn't for these guys I would probably be on a park bench. It was hard at first, but the firm but fair approach is just what people who are struggling need. It can be difficult to admit you have a problem but moving to Midland House and taking part in activities such as the Life Skills programme has really helped me.

Shaunie's story

Shaunie was just 20 years old when relationships at home became so strained that she decided it was in her best interest to move out. She ended up sleeping rough on a park bench, but was then referred by the Council to Midland House. Shaunie moved in in July 2016 as one of the first residents. There have been difficult stages, particularly in terms of relations with other residents at times, but staff have been extremely responsive to such issues. *"They are so good at resolving problems straight away."* Shaunie has worked hard to demonstrate that she is capable of taking care of herself and now lives in one of the single-occupancy flats. Her family relationships have improved, and her brothers and sisters are now regular visitors to the flat. Looking to the future, Shaunie has aspirations to work in administration and, during her time at Midland House, she has secured an apprenticeship working at the Job Centre and in different departments at the Council. She hopes to secure a permanent job in an administration role to give her the springboard she needs to live on her own.

"The big thing for me is that I've felt really safe and secure here. I've had some problems with mental health issues, but I get on with the staff really well and they've supported me every step of the way.

SERVICE USER FEEDBACK

Impact summary

In January 2018, YMCA Bedfordshire carried out the first annual service user feedback survey for Midland House. A total of 44% of residents responded.

96%

of service users feel satisfied that their Project Officer is easily accessible when needed

100%

of service users are satisfied with the support they are receiving

78%

of service users were "very happy" with the support received, while 22% were "satisfied"

INDEPENDENT LIVING SKILLS COURSE

This year, YMCA Bedfordshire have piloted an Independent Living Skills project. The course aims to build confidence, motivation and resilience in order to equip people with the skills and self-belief they need to sustain tenancies and to progress to employment and independent living.

The course covers the following areas over an eight-week period:

- Budgeting and managing your money
- First aid
- Healthy affordable eating
- Home maintenance and health & safety in the home
- Personal rights and responsibilities – maintaining positive relationships
- Employability and CV writing

"The Life Skills programme felt scary at first because I had not socialised for a long time. However, throughout the programme I was slowly gaining my confidence back and learning to socialise. The content was very helpful, teaching me about tenancy agreements and how to understand them properly.

"Since joining the Life Skills programme I have regained my confidence in myself and been reminded of the things that I can do.

THE GOOD ECONOMY

Assessment

The second year of operation of Midland House has seen a significant increase in positive social impact. A Planned Departure rate (the key social performance indicator) of 93% has been achieved, comfortably exceeding management's target of 75%, with 50 people moving on to secure accommodation. The quality of the accommodation has remained of a very high standard, as has the support provided by YMCA Bedfordshire staff. The new Independent Living Skills course is a positive addition to the

support provided and proving useful to residents as evidenced by client feedback. The close relationships between YMCA staff and residents are central to the results achieved. YMCA Midland House regularly monitor and evaluate results and the management team remain committed to learning and continuous organisational improvement. The team are currently exploring new approaches to service delivery, taking a more asset-based approach and developing a Psychologically Informed Environment (PIE).

Review of Investments

Rosebank Park and Beaumont House, Essex

	Property type Supported living for older people (Extra Care)	
	Investment date December 2015	
	Total potential number of residents c.195	

CONTEXT AND SOCIAL NEED

Harwich and Walton-on-the-Naze are seaside towns on the Essex coast, with a high proportion of older people living in poverty and an under-provision of suitable housing. There are around 5,000 individuals aged 55+ on the social care register in Essex who require 4 to 16 hours of care per week (qualifying criteria for Extra Care accommodation). It is estimated that 1,000 of these individuals have been inappropriately placed into residential care due to the shortage of Extra Care accommodation across the county.

In 2015, Essex County Council (ECC) launched its Independent Living Programme for Older People, endorsing capital investment of £27 million with enabling revenue investment to facilitate the delivery of 1,800 units of Independent Living over a five-year period.

This project delivers suitable accommodation to meet this social need whilst also delivering positive financial outcomes, with the predicted cost difference for Independent Living projecting a net saving to the council of approximately £3,900 per person per annum.³

PROJECT DESCRIPTION

FAH's investment has financed the building of two Independent Living housing schemes for people over the age of 55 with care needs of between 6 and 20 hours per week. The two schemes are:

- Rosebank Park, Harwich:
70 x 1&2-bed apartments, 58 for Extra Care and 12 for individuals with learning disabilities
- Beaumont House, Walton-on-the-Naze:
60 x 1&2-bed Extra Care apartments

The properties comprise attractive, self-contained housing that is designed to enable people to retain their independence. As well as apartments, the properties have communal space for social activities, a dining room and amenities such as a bar and courtyard garden. Both properties have 24/7 care and support staff on site, and the Harwich property is co-located with a local medical centre.

All residents are selected by a Nominations Panel made up of representatives from Essex County Council, Tendring District Council and One Housing Group. Priority goes to residents from the local area with an



aim to achieve a balance of individuals with different levels of care need. The majority of residents are funded through the council although there are a small number of individuals in each property who pay for their accommodation and care privately.

Season Senior Living are responsible for the management of the properties and the provision of the majority of the care and support services. They are part of One Housing Group, a leading provider of social and affordable housing across London and the South East.

Rosebank Park opened in January 2017 and Beaumont House in June 2017. Both properties are at approximately 75% occupancy as of June 2018, with the expectation that they will be full by the end of the year.

WHO BENEFITS

At the end of June 2018:

Impact summary

Rosebank Park

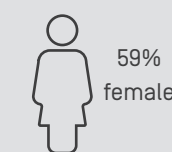


52

Apartments filled

59

Residents



55-97
years old

Beaumont House

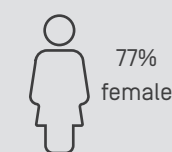


43

Apartments filled*

48

Residents



56-97
years old

*With another 8 apartments scheduled to be moved into in the coming weeks

Rosebank Park has been inspected by the Care Quality Commission (CQC) and is awaiting the results of that inspection. Beaumont House has not yet been inspected but this will take place at some point over the coming year. TGE will monitor the results of both inspections and report on them in next year's report.

³ Local Government Association, 'Housing our Ageing Population', Essex County Council Case Study: Making the Case for Independent Living for Older People, Sep. 2017



RESIDENT FEEDBACK

In May 2018, customer feedback surveys were carried out at both Rosebank Park and Beaumont House. Headline results for Rosebank Park are presented below. Beaumont House achieved similar positive feedback.

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
1 I am fully involved in agreeing what care and support I need	62%	38%			
2 Staff treat me with dignity and respect	81%	19%			
3 Staff listen and respond to me	88%	12%			
4 I am involved in shaping the service	25%	30%	33%	6%	6%
5 I am happy living at Rosebank Park	88%	7%	5%		

“ This is a place where you can choose to live very privately and to ‘join in’ when you wish.

“ In my home I have got all the space I need, I get plenty of natural light and the kitchen is very well laid out.

“ Our communal rooms are a pleasure to use.

“ Our building is very well-located; very convenient for the shops, for walks and for public transport.

TGE interviews with 20 residents confirmed these positive findings. The majority of residents interviewed are extremely happy at the quality of the accommodation and the standard of care they receive. A sense of community between residents is obvious, with high levels of interaction amongst residents and also between residents and staff. Resident meetings take place once a month which provide an opportunity for residents to voice concerns, and also give management the chance to ensure the residents remain informed on relevant matters. Both properties also have a Residents Committee, giving a further platform to influence the service received and the opportunity to organise weekly events such as a games afternoon and bingo, as well as one-off events such as a Christmas function.



Case study

Edgar and Julie's story

Edgar and Julie are a married couple who moved into a 2-bed apartment on the first floor in Rosebank Park in 2017. Julie has a chronic long-term health condition and before moving into Rosebank Park had been house bound for several years. Her husband was her carer but increasingly it became difficult for him to cope. We met Edgar and Julie in 2017. One year on they remain extremely positive about Rosebank Park. It is providing them with a high quality of life and they have made many new friends.

“ This year we've started organising trips out. Edgar still drives so we are independent and have been having a great time. A couple of weeks ago five of us went to Great Yarmouth.

What single most important difference has Rosebank Park made to your life?

“ The 24/7 care provides peace of mind to our families, whilst we are also able to retain our independence.

“ The management and care staff are very responsive and helpful.

“ There is a real sense of community here; people support each other.



THE
GOOD
ECONOMY

Assessment

Overall, we remain very impressed by the high quality of the accommodation and care at both Rosebank Park and Beaumont House. Residents spoke very highly of the staff and the quality of care they receive. There is good evidence that these properties are achieving positive outcomes by providing residents with a good quality of life, a sense of community and independent living with personalised care.

The schemes are helping deliver Essex County Council's Independent Living Programme and are expected to deliver long-term cost savings, as well as free up housing which is badly needed by other demographic groups.

The apartments were all expected to be filled by this point. However, after speaking to the management teams, it is clear that the original timelines were optimistic given the time it takes for older people to make the decision to move and the length of time required to get the necessary documentation in place. All apartments are expected to be full by the end of 2018.

Review of Investments

Independent Living, England-wide



Funding Affordable Homes Housing Association Ltd

Property type
Specialised Supported Housing

Investment date
October 2016

Total potential number of residents
103



Location:
England wide

CONTEXT AND SOCIAL NEED

This project delivers on the government’s National Transforming Care Agenda which aims to drive a substantial reduction in reliance on inpatient and institutional care for people with disabilities and provide more supported living in the local community. There is strong evidence that such Specialised Supported Housing (SSH) delivers both positive social and financial outcomes.

SSH is demonstrated to provide the foundations for more independence and security – which are very important to people with disabilities and their families – and to deliver well-being benefits. The cost savings are also proven. The 2018 Mencap report found that a person living in SSH requires, on average, state funding of £1,569 per week for care and housing costs compared to an average cost of £1,760 per week for residential care, and £3,500 per week for inpatient care.⁴ Estimates are that the number of SSH units in England will need to increase from 22,000–30,000 today to 29,000–37,000 units by 2027–28 to meet demand.⁴

PROJECT DESCRIPTION

The Independent Living project comprises 32 individual properties which together can provide housing and

support for 103 people with learning or physical disabilities or mental health needs. These include terraced housing, bungalows, detached properties and two larger properties. All are existing ‘ordinary houses in ordinary streets’, therefore enabling residents to live in a traditional residential environment.

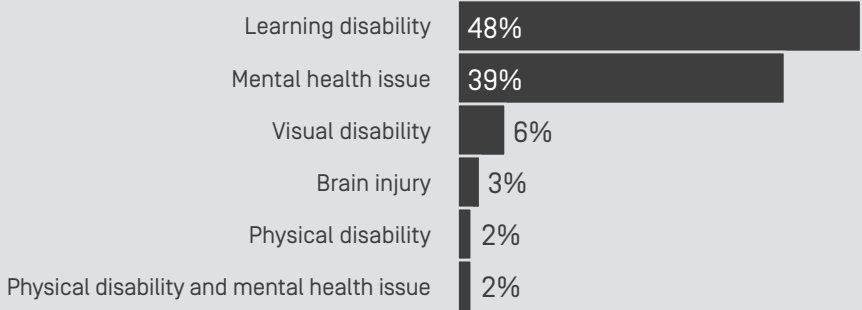
FAH purchased the portfolio of SSH properties in 2016 which it named FAH-Independent Living. It has helped secure accommodation for vulnerable adults and contribute to additional SSH being developed through the partial reinvestment of the capital received by the vendor.

The properties were originally managed by First Priority Housing Association (FPHA). However in 2017/18, FPHA ran into financial difficulties and underwent a review by the Regulator of Social Housing which found failings in financial management and governance. To ensure there were no negative impacts, FAHHA, FAH’s in-house Registered Provider, took over the property management. This is a short-term intervention with the expectation that the homes will be transferred to another Registered Provider within six months. There were no disruptions to residents and all eleven care providers remained in place during this time.

⁴ Mencap & Housing Learning and Improvement Network (LIN), ‘Funding supported housing for all: Specialised Supported Housing for people with a learning disability’, April 2018

WHO BENEFITS

Percentage of residents by need



INDEPENDENT LIVING PROPERTIES

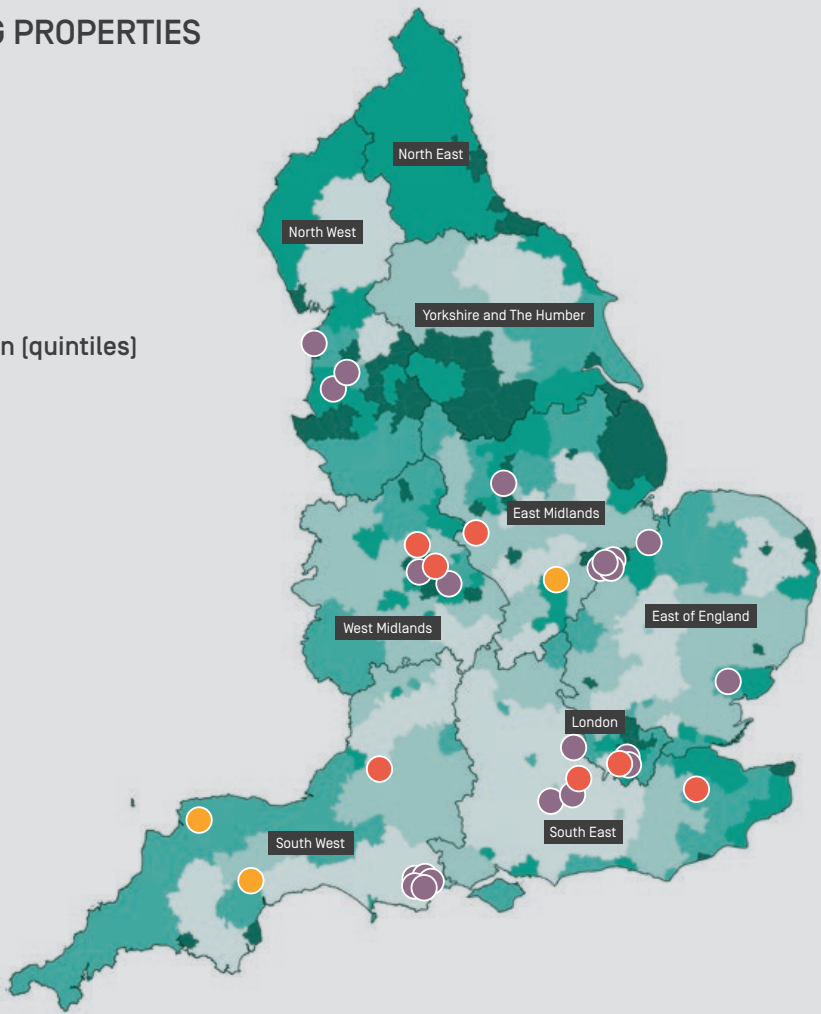
Care Required

- Live in Care
- Supported Living
- Visiting Support

Index of Multiple Deprivation (quintiles)

- Most Deprived
- Deprived
- Average Deprivation
- Less Deprived
- Least Deprived

Contains OS data @ Crown copyright and database right (2017).
Data Source: English Indices of Deprivation 2015 – Proportion of population in most deprived local areas (LSOAs).



Care provision for residents is through 11 independent care providers who are commissioned by the local authority and regulated by the Care Quality Commission (CQC). In recent CQC inspections 95% of the 223 locations where these providers deliver care have been rated as ‘Good’ or ‘Outstanding’.



Case study Gleneagles Road, London

Gleneagles Road is a supported living service for individuals with learning disabilities and mental health needs which opened in July 2016. It is a 13 apartment conversion of a former hotel in Streatham. Nominations are made by Croydon Council. Care services are provided by the Care Management Group (CMG). In June 2018, 13 people were living at the property, 12 men and 1 women ranging from 19 to 56 years but with most in their twenties. Four staff are on duty per shift. Hayley, the service manager explained *“Realistically this house shouldn’t have worked but it does. Everyone has issues including severe autism and schizophrenia but they get each other. Everyone supports each other. It’s like one big family.”*

There is clear evidence that positive social outcomes are being achieved. All residents are active during the day, ranging from going to college, to volunteering to working. Last year, 6 residents returned to full-time work. There is a programme in place to support residents to develop their skills and capabilities based on a personal development plan. There is no time limit to move on so residents feel safe and secure. Most residents have relationships with their families.

“ *Before I lived in a young person’s institution, I was very timid and lacking in confidence before I moved here. Now I’m going to college and have plans to become a DJ.*

Case studies Redbank Road, Blackpool

David’s story

David is visually impaired. He does not have any sight. He moved into the 3-bedroom Independent Living property at Redbank Road following the death of his mother, with whom David had lived. He found it ‘awkward’ at first, as he had to get used to being without his mother, receiving support from new people and adapting to a property that was much bigger than the one he was used to. But now he is very settled. When asked what he likes most about Redbank Road, he said *“The support provided is brilliant”*. He has independence and support in the right balance for him. He volunteers one day per month for the Blind Society at their Café Club and is supported to do this. His sister lives nearby and there are plenty of local facilities and good transport links.

Jane’s story

Jane has lived at Redbank Road for about two and a half years. She has a brain injury and needs support to help her manage day-to-day tasks. She is active, but has low confidence, which she is working on. Before coming to Redbank Road, Jane stayed in various places, including hospital initially, and most recently she stayed in a local care home. It took her 6 years to obtain the funding she needed to secure a place in supported housing. Once the funding came through, she moved to Redbank Road from the care home. When asked what her expectations were when she was moving in to Redbank Road, Jane said that she was hoping for *“independence and calm”*. Through one to one work with the support workers, Jane has set herself the goal of moving into her own home in the next 6 years. She is working on the skills she needs to manage on her own, including managing her own finances, cooking, doing housework and shopping. Jane has also started doing some work part time in the local area. Jane’s sister, niece and an aunt live nearby, and she is in touch with them and her mother who lives in Stoke. Jane really likes her home at Redbank and the one-to-one support she receives.



THE
GOOD
ECONOMY

Assessment

The Independent Living properties are having a high social impact. They demonstrate what a big difference having a suitable home and the right support can make, transforming lives for the better. The quality of care provision is key to the achievement of positive outcomes. At the properties visited, TGE was impressed by the quality of the care staff and their commitment to ensuring residents live happy and fulfilled lives.

However, the original manager, First Priority Housing Association, failed in its duty to provide adequate housing management and repair services. Having high standards of maintenance and repair is always important, but particularly so in such settings where individuals, given their disabilities and/or mental health, can be very sensitive to things going wrong. FAH has responded to this failure by taking over management of the properties through FAHHA and undertaking all outstanding repairs.

Review of Investments

Balmoral Road, Northampton

Property type
Supported living for older people (Extra Care)

Investment date
June 2017

Total potential number of residents
c.120

Location:
Northampton

CONTEXT AND SOCIAL NEED

This project fits with the strategic objective of Northamptonshire County Council's (NCC) Social Care Accommodation Strategy for Older People 2016–2021 to increase the range of housing and care options for older people. By 2024, it is estimated that the number of people aged 65+ will be 28.2% higher than in 2014,⁵ a rate of increase which far outstrips the national average. In order to meet that increasing level of demand, NCC project that housing provision for older people will need to double over the next 20 years.

The Council currently place a high number of people in Residential Care Homes, due to limited options in the market. The current housing and accommodation projections show a 46% shortage of Extra Care housing models in the rented and leasehold sectors.⁶ As part of their Older Person Housing Strategy, NCC therefore plan to work in partnership with a range of providers to increase the Extra Care housing options available. At the heart of that strategy is a focus on helping older

people to achieve greater levels of independence in their own homes.

Evidence points to the fact that Extra Care housing leads to improved outcomes in relation to health, happiness, social life, relationships and general well-being, with the importance of social interaction among residents an important factor.⁷ Moreover, there is strong evidence pointing to the financial benefits of Extra Care housing options; a Social Care Strategies White Paper showed that the costs of supporting people in Extra Care housing can be half the gross cost of residential care placements.⁸

PROJECT DESCRIPTION

FAH's investment comprises the forward funding of 80 x 1-bed new build supported living apartments for older people in Northampton. The project is being developed by HB Villages Development Ltd in collaboration with NCC. On completion, HB Villages will deliver the property to the Registered Provider



Plexus UK (First Project) Ltd, part of the Mears Group plc, which specialises in managing this type of property. It is envisaged that Mears Care will provide domiciliary care services. The project is currently under construction and is expected to be completed by the end of 2018.

This is an innovative project which integrates the use of adaptive technology – technology enabled care solutions – to allow people to live more independently. HB Villages works in partnership with ATEL, a company that is pioneering smart living technology. Together HB Villages and ATEL aim “to build fit for purpose universal smart living specialist supported accommodation in every local authority in the country”. This development will have the enabling technology built into the infrastructure of the building such that any assistive technology item can be integrated to suit an individual's specific needs. This will be one of the first schemes in the UK to trial such technology.

Use of technology does not substitute for personal care but is expected to reduce reliance on paid support. HB Villages is aware that a risk of the use of assistive technology is that face-to-face contact will be reduced as one of the aims is saving money. Their model of Extra Care housing aims to avoid these problems by working collaboratively with the commissioner, support provider, health and social care professionals, and tenants to design both building and technology as an integrated whole in response to the way people want to lead their lives.

Demand for social care is increasing, and at the same time so are people's expectations of being able to live an independent life. The use of such technology is an innovative approach to ensuring that these demands can be satisfied.



THE
GOOD
ECONOMY

Assessment

This project has the potential to deliver both positive social outcomes for residents and cost savings for Northamptonshire County Council, particularly in comparison to Residential Care. The council's strategy states that placements in Non-Dementia Residential Care cost on average £465 per week, whilst the average cost for Extra Care housing is just £124 per week. The use of adaptive technology is an innovative feature of the scheme which has the potential to help older people live more independently. Actual results will be monitored by TGE once the build is completed and residents have moved in.

⁵ Northamptonshire County Council, 'Joint Strategic Needs Assessment (JNSA): Demography', July 2017
⁶ Northamptonshire County Council, 'Social Care Accommodation Strategy for Older People 2016–2021'
⁷ See, for example, Housing Learning and Improvement Network (LIN) Case Study 93, 'The benefits of Extra Care housing on the quality of life of residents: The impact of living in Campbell Place, Fleet', August 2014
⁸ HB Villages, 'Specialised Supported Housing and Extra Care: A Briefing Paper 2017'

Island Point, Tower Hamlets, London

POPULAR HARCA

Property type
Social & Affordable rented and shared ownership homes

Investment date
December 2017

Total potential number of residents
c.450

Location:
Tower Hamlets,
London

CONTEXT AND SOCIAL NEED

This project responds to the urgent need for affordable housing in Tower Hamlets, one of London’s poorest boroughs. Nearly half of all households in the borough live in income poverty, and demand for housing far outstrips supply. The shortage of genuinely affordable housing has led to high numbers of homeless families and thousands of families living in overcrowded properties. There are more than 19,000 on the waiting list for housing in Tower Hamlets, with some individuals having been on the waiting list for more than 10 years. This project is part of the Section 106 planning obligations for the Landmark Pinnacle development (which is detailed in the following section).

PROJECT DESCRIPTION

The project comprises the purchase of 173 affordable homes being built on an old factory site on Westferry Road on the Isle of Dogs in the London Borough of Tower Hamlets (LBTH). The new development will provide a mix of one to five-bedroomed flats and town houses rising from two to six storeys. The project is in a good location on Westferry Road, a short walk from Island Gardens station on the Docklands Light Railway (DLR) with good access to local schools and a GP surgery. The development helps respond to the LBTH Strategic Housing Market and Needs Assessment 2009 which calls

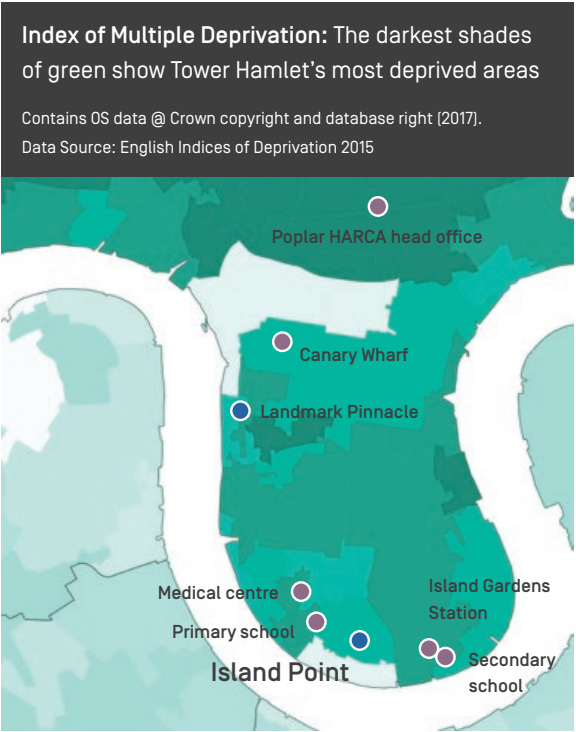
for the creation of a more balanced housing stock and states: “future market development proportions should be 80% 1&2-bed and 20% 3&4-bed units”.

The development is mixed tenure including social rent, Affordable rent and shared ownership. 109 of the properties (63% of total) will be social rent which is a much higher proportion than typical for new affordable housing schemes. Chalegrove Properties Ltd are managing the construction, and Poplar HARCA will manage the homes. Poplar HARCA is a well-established local Registered Provider that owns and manages around 9,000 homes in a 4-square mile area centred around Poplar.

Poplar HARCA estimate that the housing development will house 400 to 500 people. The lettings policy will be to offer the homes first to local residents who are in overcrowded affordable housing and then prioritise those on the housing waiting list.

2017/2018 PROGRESS

Construction works are ongoing with the project on track to be completed at the end of 2019. The construction process is creating jobs. As of May 2018, a total of 110 jobs have been created, including local workers from five local post code areas: E1, E2, E3, E9 and E14.



THE
GOOD
ECONOMY

Assessment

This is a very positive investment for FAH enabling it to support the new build of affordable housing in Tower Hamlets, one of London’s poorest boroughs where there is an acute need for more subsidised housing. The development is well-located, of a substantial scale (173 homes) and provides a good mix of tenure (social and Affordable rent and shared ownership) and bed size (1–5 bed). Significantly 63% of the properties are to be social rent and will benefit those on the lowest incomes. Poplar HARCA is a well-established and award-winning local Registered Provider. TGE were impressed by the commitment of the management team to the local community and their achievements in terms of community regeneration and service provision beyond housing. Overall, this project meets all FAH’s social assessment criteria and delivers on FAH’s core social objective of providing new affordable housing for those in social need.

Review of Investments

Landmark Pinnacle, Tower Hamlets, London

	Property type Shared ownership homes	 <p>Location: Tower Hamlets, London</p>
	Investment date December 2017	
	Total potential number of residents c.50	

CONTEXT AND SOCIAL NEED

The Landmark Pinnacle project in Canary Wharf is part of a combined investment with the Island Point affordable housing scheme (see previous section). Tower Hamlets epitomises the wealth divide in London – Canary Wharf on the Isle of Dogs is a location for some of the highest earners in the UK working for the financial services sector, whilst other parts of the Isle of Dogs represent some of the poorest parts of the UK. Providing quality, affordable housing is a key strategic priority for the London Borough of Tower Hamlets (LBTH) but a major challenge.

PROJECT DESCRIPTION

The project comprises 35 shared ownership apartments out of a total of 70 to be provided in the Landmark Pinnacle tower, a new residential development in Canary Wharf. Poplar HARCA has purchased the other 35 apartments.

The development is in a prime location on Westferry Road less than 5 minutes from Canary Wharf. The project does not deliver housing to those in greatest social need but supports those individuals or couples on modest London salaries. Affordability is a key issue for this project. The Landmark Pinnacle shared ownership studios are likely to be priced around £450,000 and 2-bed apartments up to £750,000 and ordinarily would not

be affordable to those on the maximum combined household income of £90,000 in London under the shared ownership scheme. FAH has worked hard to ensure these properties are truly affordable. To allow individuals or couples whose incomes are modest for inner London to participate, it is proposed to set the rent levels at 1.75% of remaining equity value (below the maximum allowed level of 2.75%). At a time when home ownership is becoming increasingly out of reach for many people, the opportunity to purchase such a property will be a big positive for those who are successful in securing one. The homes will be marketed on the GLA's First Steps website and through a local agent that Poplar HARCA works with.

For FAH the project was attractive for two reasons, firstly as part of a package that enabled the delivery of the Island Point scheme and secondly because it enables Londoners on modest incomes, who do not qualify for affordable rented homes, to have the opportunity to take the first step to home ownership.

2017/18 PROGRESS

Construction works are ongoing with the project on track to be completed on time, early in 2020, and to the agreed cost. The construction process is creating jobs. As of May 2018, a total of 138 jobs have been created, including local workers from five local post code areas: E1, E2, E3, E9 and E14.

"The construction of Landmark Pinnacle delivers the Island Point affordable housing scheme for those on low incomes and provides additional shared ownership homes in the tower itself."

Chris Clarke, Projects Director
at Poplar HARCA

THE
GOOD
ECONOMY

Assessment

This project provides ownership opportunities for Londoners on modest incomes and is considered a good social investment for FAH as a combined investment with Island Point which delivers 173 affordable homes. Through these two projects, FAH is supporting the new build of social and Affordable rented housing and shared ownership homes and making a much-needed contribution to meeting the urgent need for more affordable housing in Tower Hamlets.

Ryde, Isle of Wight



Southern Housing Group

shgroup.org.uk

Property type
Supported living for older people (Extra Care) and shared ownership bungalows

Investment date
March 2018

Total potential number of residents
c.150



Location:
Ryde,
Isle of Wight

CONTEXT AND SOCIAL NEED

This project responds to the urgent social need to deliver new, affordable, independent living options for older people on the Isle of Wight.⁹ Over a quarter of residents of the Isle of Wight (IoW) are aged 65 or older and over the next ten years the number of 65- to 79-year olds will increase by nearly 17%.¹⁰

The IoW Council currently place more people aged 65 years or over into residential and nursing care than the national average. The Council believes that the lack of suitable alternative accommodation is one of the reasons behind these statistics. Hence the focus of the new strategy – known as Independent Island Living – is on providing more choice of care and accommodation options to meet the different needs of older people living on the Island. This project is seen as a prime example of an Extra Care housing scheme that will help provide more choice and meet local need, enabling older people to live independently but with the comfort of on-site care and support.

In March 2018 the Registered Provider subsidiary of FAH, Funding Affordable Homes Housing Association (FAHHA), secured Investment Partner status and was able to make a grant application of £5,000,000 for the Ryde project. The grant was required to make the project financially viable. The application was successful and FAHHA drew down 'Homes England' grant at the end of March as the scheme started on site.

PROJECT DESCRIPTION

The project comprises the development of an Extra Care housing scheme for older people in Ryde. The Extra Care housing will consist of 63 x 1-bed apartments, 12 x 2-bed apartments, with 27 x 2-bed bungalows for shared ownership. All the homes will have access to restaurants, cafes, assessment rooms and the provision of care.

The development is mixed tenure with 58 Affordable rent and 39 shared ownership apartments and bungalows. There is ongoing collaboration with the Clinical Commissioning Group (CCG) to explore opportunities that will help ease pressure on hospital beds. This is an innovative feature of

the scheme which reflects the IoW Council's strategy to integrate housing, health and social care commissioning.

Ashley House, a social developer with a 25-year track record of developing health, Extra Care and community properties, is the developer of the scheme. FAH have successfully worked with Ashley House to deliver the Essex Extra Care schemes.

Southern Housing Group (SHG) will provide housing management and domiciliary care services to the property upon completion. SHG already owns or manages more than 3,000 properties on the Isle of Wight, out of a total stock ownership of more than 27,500. They have over 25 years' experience of delivering care and support services and specialist accommodation across the Island.

Alongside FAH's Extra Care and bungalow scheme, a wider residential development is also to be built. This will consist of a further 29 bungalows and 45 houses for private sale.

THE
GOOD
ECONOMY

Assessment

This project delivers the first Extra Care scheme on the Isle of Wight and will achieve both a high level of additionality and social impact. FAH made the scheme happen by facilitating the relationships between the local authority, Ashley House and Southern Housing Group. The Council are extremely positive about the scheme and hope this Extra Care model is one that can be replicated.

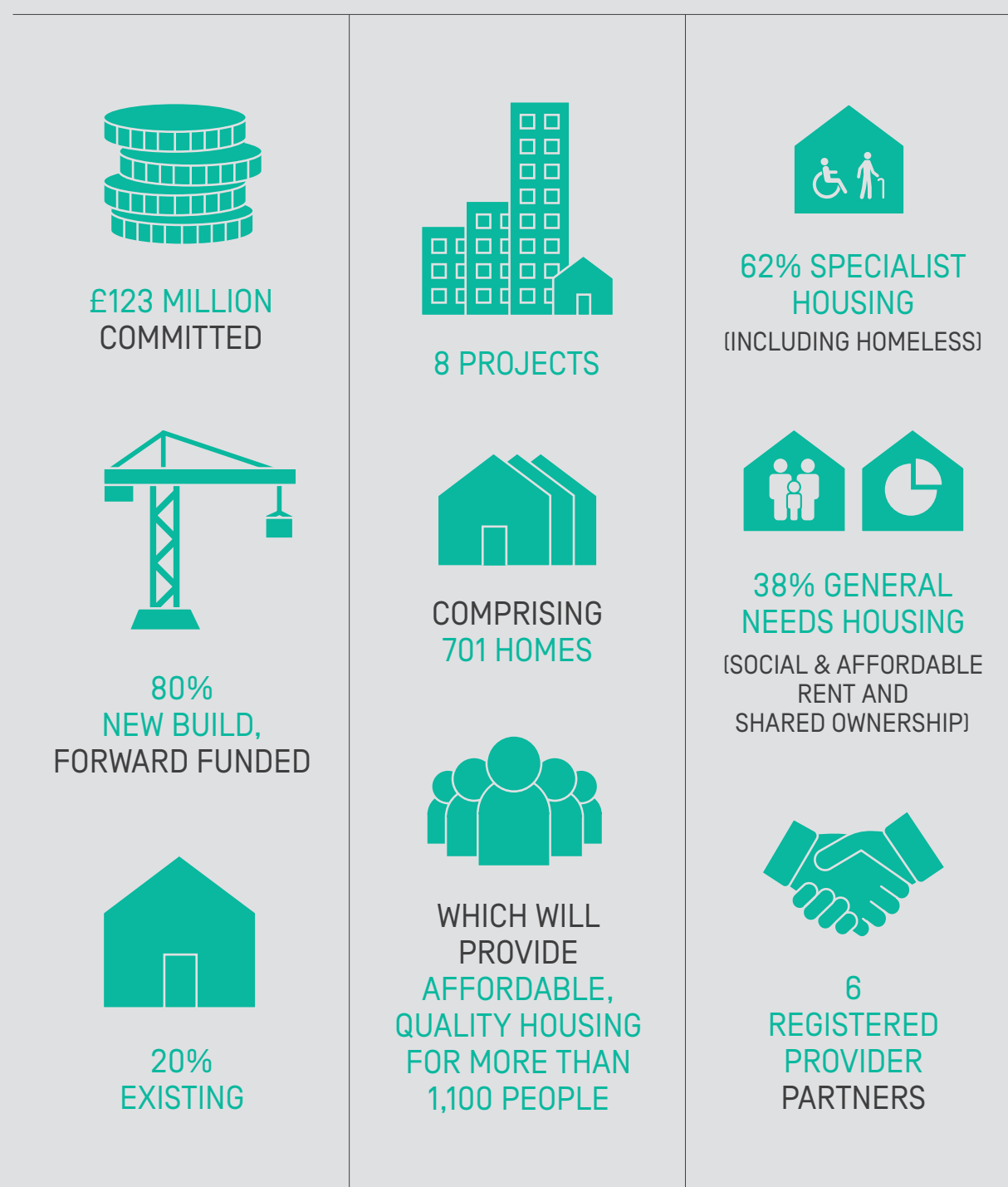
The project brings a new housing model to the Island and helps deliver on the Council's Extra Care Housing Strategy 2017-2032.

9 Isle of Wight Extra Care Housing Strategy 2017-2032, 'Independent Island Living'
10 Joint Strategic Needs Assessment (2017), Demographics and Population, Isle of Wight Council & NHS Isle of Wight

28

29

5 Headline Results [as at 30 June 2018]



6 Conclusions and Lessons Learned

Now in its fourth year, FAH has developed a proven track record as a social impact investor in affordable housing, delivering both social and financial returns. It is achieving its social objective of increasing the provision of quality, affordable housing for people in need. The portfolio comprises 701 properties across England from the Isle of Wight in the South to Blackpool in the North. It includes social and Affordable rented homes for those on low incomes, shared ownership homes and specialist housing for older people, those needing support and those who are homeless.

The main insights and lessons learned from the experience of FAH to date are:

- FAH is delivering additionality by actively finding sites and facilitating stakeholder relationships to deliver new affordable housing schemes that would not have happened otherwise.**

Its business development team spends considerable time helping to shape propositions, mobilise partners and provide support to local authorities and Registered Providers. A specific example is the Ryde scheme, which is the first Extra Care scheme on the Isle of Wight and one in which FAH played a very proactive role in raising awareness of the benefits of Extra Care models and making the scheme happen.
- The operational schemes are all delivering high positive social impact as confirmed by resident feedback and TGE's stakeholder interviews.**

These schemes all provide affordable, high quality housing along with personalised care and support that deliver both positive social and financial outcomes. The social impacts
- Listening to residents is key to maximising the social impact of projects.**

This has strongly emerged from TGE's annual impact review and is being achieved through resident surveys, meetings and day-to-day interactions between care staff and residents. We noticed how small things can make a big difference to impact creation. Often it is the practical realities that make a real difference to an individual's well-being, be that the quality of food at Extra Care homes or ensuring repairs are done on time. This highlights the importance of housing managers and care providers listening and being responsive to residents' needs. Here FAH as a responsible investor and landlord has a role to play, particularly in regard to housing management services, monitoring performance and ensuring high standards are maintained.

4

Impact risks need to be identified and managed.

The situation with the Independent Living portfolio highlighted the need to recognise that there is an element of both financial and impact risk with all investments. For FAH, the main impact risk is that partner Registered Providers or care providers do not deliver the quality of housing and care expected, so having a material negative impact on residents. FAH actively managed the Independent Living situation to ensure no negative impacts occurred. A key lesson is to ensure rigorous due diligence is carried out on the overall governance and financial viability of housing manager partners, not just in relation to the specific project, and to monitor housing management service provision closely.

“It is so important, for Non-Executive Directors whose eyes are largely on the mountain peaks of strategy, funding and investment policy, to have their feet held firmly to the ground. Being reminded directly by residents what a difference suitable homes with the right support makes, keeps us firmly grounded.”

Debby Ounsted, Non-Executive Director of Funding Affordable Homes and Board Social Impact Representative

5

New trends are emerging including the use of adaptive technology and an increasing focus on environmental sustainability.

This year we have appraised new supported living schemes that are building in the use of adaptive technology which is expected to contribute to better financial and social outcomes. TGE is also seeing an increasing focus on the environmental sustainability of new affordable housing developments and the use of new construction methods, such as modular construction, that deliver both environmental benefits and cost

savings. We expect to delve into these topics in more depth in next year's report.

Both FAH and TGE remain committed to using impact measurement to provide feedback and analysis to maximise the positive social impact of FAH homes. We thank all individuals who generously gave their time to contribute to the findings of this report. We look forward to seeing the further scaling-up of FAH's investment so it can continue to contribute to tackling the UK's housing crisis and provide quality, affordable homes for those in greatest need.



Appendix 1 Impact Assessment Methodology

Social impact adds a third dimension to the traditional financial investment considerations of risk and return. TGE designed an impact assessment methodology which ensures FAH integrates social impact considerations into all stages of the investment process.

THEORY OF CHANGE

A Theory of Change is a tool that shows the path for an organisation from need, to activities, to outcomes, to impact and provides a helpful framework to articulate, understand and measure how impact is created. Key elements of the theory of change and the indicators measured are presented in the diagram below:

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Raise capital Funding of new affordable housing development and purchase of existing stock to release capital for additional housing Build relationships with housing providers and leverage networks with service providers to help maximise social outcomes beyond housing 	<p>Core metrics:</p> <ul style="list-style-type: none"> No. of homes (new and existing) No. and % of homes by level of housing need/deprivation No. of individuals housed Demographics of individuals by age, gender, ethnicity, social need Affordability – no. and % by social rent, Affordable rent, market rent, shared ownership and specialist housing % homes meeting Decent Homes Standard [target = 100%] <p>Metrics to be captured during construction:</p> <ul style="list-style-type: none"> No. of jobs created [of which no. of local jobs] No. of apprenticeships Value of procurement from local suppliers 	<p>Core metrics [specific outcomes defined at project level]:</p> <ul style="list-style-type: none"> % of residents who rate the accommodation as good or excellent % of residents who rate the care and support they receive as good or excellent % of people who feel the housing (and care) has helped them have a better quality of life Improvements in mental and physical well-being Progression into employment (if relevant)

SOCIAL IMPACT ASSESSMENT CRITERIA

FAH assesses all potential investment opportunities for their potential to create social impact using the following six criteria:

- Social Need:** Are the properties being funded supplying accommodation to families or individuals from Local Authority waiting lists or who have been identified as having a specific housing need?
- Affordability:** Are rents genuinely affordable in the local market context?
- Delivery of social outcomes:** To what extent will the project deliver outcomes beyond housing that will make a difference to resident’s lives e.g. employment opportunities, improved well-being?
- Resident engagement:** To what extent does the organisation delivering local housing services involve residents in management and take into account residents’ views to shape services?
- Quality of management:** Is there a proven capability and track record of delivering high quality services?
- Additionality:** To what extent does FAH funding enable new, affordable housing to be delivered that would not otherwise have been built?

The FAH business development team carries out an initial screen of these criteria. If the project meets the minimum social performance threshold and is considered a viable investment opportunity, TGE carries out a more detailed social due diligence assessment which includes a site visit and understanding of social value creation from the perspective of all stakeholders – residents, Registered Providers, local authorities and developers. The social due diligence report forms part of the Investment Report which is provided to the FAH Investment Committee to inform their investment decision.

TOPIC GUIDES FOR RESIDENT INTERVIEWS

TGE prepares topic guides for all interviews that are suited to the type of accommodation and resident. Below are the types of questions we typically ask for the Independent Living accommodation.

- Personal circumstances at time that resident moved in
- Physical and mental health/learning challenges and support needs
- Personal history and pathway into needing care and support
- Family/social relations
- Barriers to obtaining accommodation/care services
- Sources of information and support
- Interaction with public agencies, for example: medical, social care, criminal justice system
- Journey into Independent Living (IL)
- How entry to IL facilitated/intermediated
- Level and type of care provided
- Initial expectations and how accorded with reality
- Experience of IL and how this has developed over time
- What has been most important aspects of IL experience
- What have been most important differences on a day-to-day level that moving into IL has made
- What has been learned/skills gained from IL experience (as relevant)
- What you want from the future after leaving IL (as relevant)
- What is seen as horizon for moving into stable housing/more productive life (as relevant)
- What has IL given you in planning for/achieving a stable/productive future
- What single most important difference has IL made to your life/future prospects

Appendix 2

List of Interviewees

Interviewee	Title & Organisation	Stakeholder Type
Ian	Resident, Midland House	Resident
Michal	Resident, Midland House	Resident
Shaunie	Resident, Midland House	Resident
Edgar	Resident, Rosebank Park	Resident
Julie	Resident, Rosebank Park	Resident
James	Resident, Rosebank Park	Resident
Group of 10	Residents, Rosebank Park	Resident
Group of 5	Residents, Beaumont House	Resident
Jessica	Resident, Gleneagles Road Independent Living	Resident
Dylan	Resident, Gleneagles Road Independent Living	Resident
David	Resident, Redbank Road Independent Living	Resident
Jane	Resident, Redbank Road Independent Living	Resident
Junayd Hanif	Housing Manager, YMCA Bedfordshire	Housing provider
Naomi Keyte	Head of Sheltered and Care Services, Southern Housing Group	Housing provider
Helen Western	Business Manager, Mears Housing Management	Housing provider
Andrea Baker	Director of Housing, Poplar HARCA	Housing provider
Babu Bhattacharjee	Director of Communities and Neighbourhoods, Poplar HARCA	Housing provider
Chris Clarke	Projects Director, Poplar HARCA	Housing provider
Jonathon Wrigley	Managing Director, HB Villages	Housing provider
Kerry Ansley	General Manager, Beaumont House	Housing/care provider
Debbie Stinson	General Manager, Rosebank Park	Housing/care provider
Hayley Montgomery	Service Manager, CMG	Care provider
Caroline Hannon	Housing Strategy and Enabling Manager, Peterborough City Council	Local authority
Jonathan Smith	Assistant Director of Integrated Commissioning, Isle of Wight Clinical Commissioning Group	Local authority
Nav Allibhai	Senior Development Manager, Ashley House	Property developer
Matt Bukowski	Social Care Strategies	Independent consultant



Funding Affordable Homes SICAV SIF SA
42-44 Avenue de la Gare
L-1610
Luxembourg

www.fundingaffordablehomes.com



Funding Affordable Homes
Service Company Limited
4th Floor
3 Burlington Gardens
London
W1S 3EP

+44 [0]20 7495 7070

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ECONOMY

4 Miles's Buildings
Bath
BA1 2QS

+44 [0]1225 331 382
www.thegoodeconomy.co.uk

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