

How we did between
1 April 2021– 31 March 2022

Annual Report for Tenants

A message from Hastoe's new Chair of the Board, Lindy Morgan



I feel greatly privileged in being appointed as Hastoe's new Chair and not only because Hastoe has an enviable reputation for building high-quality, sustainable, affordable homes. When I took over from Ed Buscall in May 2022, I felt honoured to have been given the opportunity to build on his successes. Ed brought a wealth of experience and, during his 7 years as Chair, he devoted much time and energy to help Hastoe go from strength to strength. The housing sector has faced many challenges, particularly over the past 2-3 years, but Hastoe is on a solid footing and I am aware that's in no small part thanks to Ed.

Of course, the future has many more challenges in store, especially given the current political and economic climate.

However, Hastoe has an excellent team of people, many of whom I have met, who have a wide range of skills and experiences and who are committed to doing their best tackling and adapting to the challenges we all face.

As for myself, I have over 30 years' experience in housing and I've held a range of executive and non-executive positions including 3 years as the Chair of Abri Housing Association. Just as important though, I bring my own life experiences to my new role. I have experience of being homeless, and I have been a tenant of both a local authority and a housing association. These experiences have developed in me a deep commitment to community and customer engagement.

"I am a passionate believer in the right to a decent home that is affordable, and the important fundamental role a home plays in the sustainability and strength of communities."

10 homes built in Widegate, Cornwall





11 homes in Bluntisham, Cambridgeshire

Listening to you, our customers, and delivering services that ensure customer satisfaction, sits at the very top of mine and my fellow Board members' agenda. However, of also priority importance is that Hastoe maximises its resources to address the housing crisis by providing quality, affordable new homes for future generations.

Through my position as Chair, and working together with the whole Hastoe team and our partners, I am ambitious to see us help address housing and economic inequalities that many of our customers face, particularly in our rural communities. I am acutely aware that rising energy and food bills are leading to a cost-of-living crisis particularly for those on the lowest incomes and, with many of our houses in rural locations, the cost of travel is exacerbating the issue.



4 homes in Newton, Suffolk

Members of the Board are very aware of the difficulties facing people and we are determined to do what we can to help.

We have already started work to address the challenges ahead. I have been going through our customer feedback and I've been visiting many parts of the country to find an opportunity to talk to our customers face to face. We have started developing a new 3-year business strategy that will take your feedback into account. I give you my personal commitment that the Board and I will continue to listen and I hope you will continue to tell us about your experience of the services Hastoe provides.

Although there are many challenges to address I am positive that by working together we can continue to improve. Communication is key and the Board and I look forward to meeting more customers and hearing from you.

Lindy Morgan, Chair of the Board

The year in review from our Chief Executive



“Emerging from the impact of Covid, we've learned from our experience and have implemented changes to improve our customer service, efficiency and resilience.”

Throughout 2021/22 we remained very much resident focussed and, despite many challenges, we were still able to deliver most of our core services without too many delays. However, in common with other workplaces, we and the companies we use have experienced high staff turnover and found it difficult to recruit new staff. This has been most critical in our call centre, caretaking, and maintenance teams, and we are unsure when this will stabilise.

I know the key concern that most of our customers have is with our contracted repairs service. As a step towards improving this, in 2021-22 we restructured and created a dedicated Property Directorate and we are re-procuring a number of our repairs and maintenance contracts.

As a means of trying to manage staff shortages in our call centre, we have continued to invest in our IT systems, developing MyHastoe and are encouraging customers to sign-up so there are other ways to access our services. Customers can now access many of our services online 24/7 such as reporting and tracking the status of a repair, paying rent, checking statements and even applying to keep a pet. For those customers not able to get online, we have implemented automated 24/7 phone payments.

We know we don't always get it right, but we will keep listening to our customers. Hastoe's directors and I will continue to hold our customer phone days so we can hear from you direct and resolve issues where we can. Our Board Members will continue to meet

with customers informally so they can hear about your concerns first hand.

We are aware of the financial difficulties that lay ahead. While we may not have any control over rising costs, we will continue to signpost customers to useful resources. If you are experiencing financial hardship and struggling to pay your rent then we urge you to please contact us. We have increased the number of our Benefit and Welfare Advisors who are able to support you. During 2021-22 alone, our Advisors were able to help hundreds of Hastoe tenants claim additional benefits totalling almost £670k. Please contact us and let us try to help you.

Andrew Potter, Chief Executive



The use of this symbol throughout this Annual Report identifies those areas of the business where COVID-19 had a significant impact, whether it was due to lockdowns, furlough, illness or personal restrictions.

Customer service and satisfaction



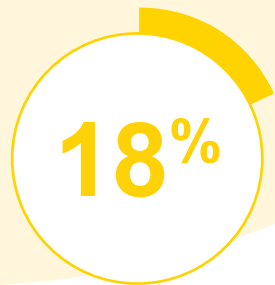
Our Customer Service Team

Customer Service Calls	2021-22	2020-21	2019-20
% of calls answered	80%	81.5%	89%
Number of phone calls we answered	11,741*	15,449 calls ⚠	33,000 calls

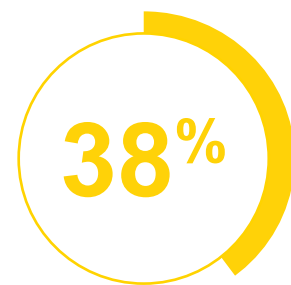
*Our ability to receive calls was affected by the relocation of our Customer Service Centre.

The Hastoe Online Portal (MyHastoe)

More residents than ever before were registered on Hastoe's online, self-service portal, during 2021-22. MyHastoe is designed to make paying rent, reporting a repair and other straight-forward transactions quicker and easier to manage.



This is the % increase in the number of users on the MyHastoe portal



This is the % of Hastoe customer transactions on MyHastoe

MyHastoe portal	2021-22	2020-21	2019-20
Number of customers registered	2,914	2,472	1,348
% of all customer transactions	38%	41%	16%



"Covid meant far more residents developed a confidence for doing things online. During 2021-22, hundreds more tenants registered to use the MyHastoe portal where anytime they can report a repair, make a payment, check their rent statement and update personal details. Payments made via MyHastoe are shown on someone's rent statement immediately so accounts are always up to date. Doing things online also helps free up our customer service team to provide support to residents who have more complex queries or issues."

Nicola Scott, Business Systems Manager

Tenant Satisfaction Survey

Carried out in **September and October 2020**, this survey gave us a snapshot of how you were feeling about your Hastoe experience during lockdown. You rated us from 1 to 10 where 1 was the lowest score and 10 the best. ■ 1-4 ■ 5-6 ■ 7-10

Hastoe providing a home that is safe and secure



Overall quality of their home



Hastoe being easy to deal with



Overall repairs service provided the last time repairs were carried out



Service provided by Hastoe



Results of the survey carried out in August and September 2022 will be published on our website and in next year's Annual Report. In future, surveys will be held every year.

We have undertaken a self-assessment of our complaints' service against the Housing Ombudsman's Complaint Handling Code. We comply with the code and remain committed to improving our response times.

The focus of our complaints process is not just about putting something right for one resident but to learn lessons so we can improve services for all residents. Over the last year we have improved a number of areas including reviewing our compensation policy, providing additional

training for staff in managing antisocial behaviour, developing a new policy for shared owners looking to make improvements to their property, and providing more training to staff in managing complaints.

The full self-assessment can be found at www.hastoe.com/complaints-self-assessment.



"Our Hastoe home is affordable. We are far better priced than some private rent in Melford. It gives us the opportunity to be in the village, enjoying raising our kids where we were brought up, at a price where we're not scrimping and scraping every month"

Matt, Tenant in Long Melford, Suffolk

Complaints

106 complaints were received throughout the year.

Types of complaints	2021-22	2020-21	2019-20
Repairs and maintenance issues	78	77 ⚠	48
Managing Hastoe homes	28	29	15*

*figures for Q2-Q4 only

Managing your homes



At March 31 2022 we owned and managed 7,421 homes across the south of England, including 4,215 for social rent and affordable rent.

Re-lets

142

vacant homes were re-let

29 days

average number of days to re-let a vacant home

99.56%

rental occupation

This means we missed out on 0.44% of rent due to vacant homes throughout the year. That's a 0.32% performance improvement compared to last year.

New lets

31

created by building new homes

Rent

We collected a total of £25.4m in social and affordable rent and service charges from tenants - an increase of £900,000 compared to the previous year.

£616k

in arrears debt is owed by current tenants

This is 2.4% of our total rent and service charges against our target of 2.5%. It is lower than the 2.5% (£615k) we achieved in 2020-21.

3

tenants were evicted

There were 3 evictions during the year as a result of 1 ASB case and 2 cases of rent debt. The previous year saw only one eviction and that was due to rent debt.

419

tenants were offered benefit and welfare advice

Of these, 320 people took up our offer of help compared to 313 the previous year.



Our Benefit & Welfare Advisors, Lisane Warwick and Mark Adkins, helped hundreds of Hastoe tenants claim a combined total of almost £670k in benefit income during 2021-22. In response to a rising demand for this service, we have since recruited an additional advisor to the team, Sarah Allen. Details of the help and service we provide can be found at www.hastoe.com/moneyadvice.

Repairs and maintenance



Safety and Quality

Your safety remains our top priority and we continue to invest in fire safety and building safety works. In 2021-22 we spent £13.5m on works on our existing homes, over £2.5m more than the previous year.

At March 2022:

100%

of homes had a valid gas safety certificate

100%

of our blocks of flats had a current fire risk assessment

100%

of properties met the Decent Homes Standard

These figures are in line with the previous year.

Repairs performance

We completed more than

10,000

responsive repairs throughout the year.

85%

of emergency repairs were completed within 24 hours

This is lower than 87% we achieved in 2020-21.

73%

of all repairs were completed on time

This is lower than the 75% we achieved in 2020-21.

67%

of residents were satisfied with their repair*

This is lower than 2020-21 and lower than our target of 80%

We know this is an area in which we need to do a lot better. We will be recruiting new contractors and managing those new contracts much more tightly.

*This percentage is based on responses to the texts we send out after each repair.



Please help us track when repair works are being completed properly by responding to the text message we send out to you after every repair job is done.

Value for money



How we spent each pound of rent you paid

14p – Housing management costs

This is what we spent on managing tenancies, including collecting rent, dealing with antisocial behaviour and carrying out safety checks.

14p – Routine repairs

This is what we spent on carrying out repairs to your homes.

28p – Reinvested

This is the money we reinvested back into our homes, the services we offer and building more new homes.

34p – Financing costs

This is what we spent on repaying the loans we use to finance the building of new homes.

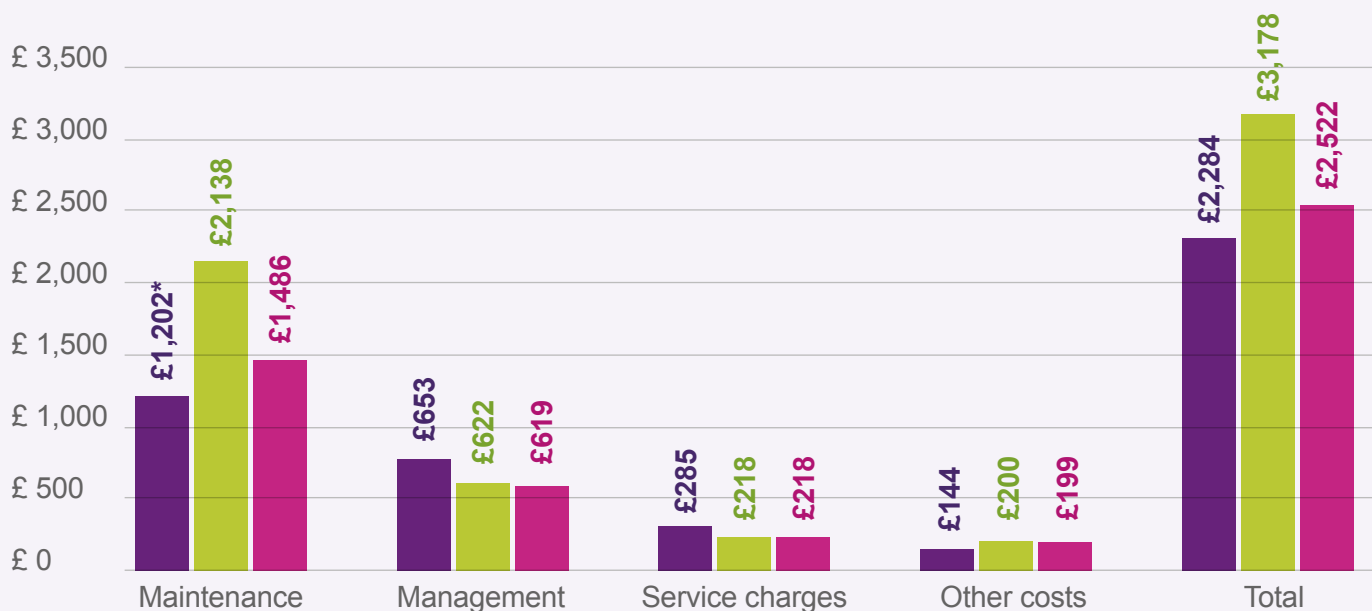
10p – Planned maintenance

This is what we spent on improvements to your homes, such as a new roofs, windows or kitchens.



To compare our spending with last year, go to www.hastoe.com/annualreport.

Average cost for us to maintain a home



*This figure is lower than previous years because the liability for fire safety costs has been moved to contractors.

2021 - 22 2020 - 21 2019 - 20

Hastoe's plan for 2022-23

Every year we review and update our corporate plan based on the feedback we receive from you and other Hastoe residents. We also take into account changes in government policy and the economy.

You can find out more about our corporate plan on our website at: hastoe.com/corporate-plan

This is a list of some of the improvements we are working on in 2022-23:

- Improving our repairs service by ensuring our contractors meet their contractual obligations and residents are kept informed about the progress of their repairs. Procuring new repairs contractors in areas where services are not performing well.
- Re-procuring cleaning and grounds maintenance contracts and strengthening contract management.
- Continuing to deliver more investment in our existing homes.
- Setting out our approach to achieving EPC 'C' by 2030 by reducing carbon emissions and ensuring homes are more efficient and less costly to heat.
- Continuing to improve the self-service portal MyHastoe and providing a wider range of services such as publishing a schedule of planned home improvements.
- Improving training and development for Hastoe staff.

New homes

We continue our commitment to building homes that rural communities can take pride in. In 2021-22, we completed 60 new homes in Cambridgeshire, East and West Sussex, Cornwall, Dorset and Suffolk, some of which had been delayed due to Covid. We also began building 31 more homes across the south of England.



15 homes being built in Icklesham, East Sussex

More than one way to have your say

Do you want to make a difference? Would you like to become a champion for Hastoe? Do you want to get more involved in Hastoe's decision-making?

If the answer is yes to any of these questions, there are plenty of ways to get involved and get your voice heard. As a resident, your views and experiences are important in helping us to improve and shape the service we offer.

Hastoe Resident Champions support our Housing Officers by acting as their eyes and ears on the ground. At smaller housing developments they may help to monitor work being carried out by our contractors, such as cleaning and repairs. Let your Housing Officer know if you're interested in becoming a Resident Champion.

The Hastoe Hundreds Club is a group of volunteer residents who get involved in reviewing our policies and taking part in consultations, usually via online surveys. The Club is open to all residents. To find out more, email: mshort@hastoe.com

Chat to our Chief Executive and other members of the Hastoe Executive team on our regular phone days. Keep a look out for invites to these sessions via texts, on our website and our residents Facebook page.

Meet the Board: A couple of times a year members of our Board look forward to catching up with small groups of residents at specially arranged sessions in the East and West regions. We'll send you a text or email to let you know when these are taking place.



Residents meeting Board members in Yeovil, Dorset.

Community Matters

In 2021-22 we contributed funding towards 13 projects through our own Community Grants Scheme. These included the refurbishment of a community hall, repair of a walled kitchen garden, the planting of wildlife-friendly hedges and flowers, a Jubilee park picnic and helping children with Covid-related mental health issues. Hastoe also helped buy a community fridge which is being stocked with unwanted food from local supermarkets and retailers to support villagers on no or low incomes.

If you want to find out more about applying for a grant, you can visit www.hastoe.com/communitygrant or email our coordinator **Helen Russell** at hmrussell@hastoe.com



Contact the Customer Service Team

🌐 www.myhastoe.com

✉ customerservices@hastoe.com

☎ 0300 123 2250 (during office hours)

☎ 0345 266 2567 (emergency number out of hours)

🕒 See the Hastoe website for opening hours

If you would like to receive this document in an accessible format, please contact communications@hastoe.com or call the Customer Service Team.

Hastoe

Group

Other ways to stay in touch

🏠 hastoe.com

🐦 twitter.com/hastoehousing

📘 facebook.com/groups/hastoeresidents