

# Annual Report for Tenants 2023-24

## Introduction from Hastoe's Chair of the Board and Chief Executive

"In the past year, overall customer satisfaction has increased by almost 10%. By continuing to listen to what's important to our tenants, we know we can make further improvements in how we deliver and develop our services."



By listening to our tenants and addressing their key concerns, we have begun to make real progress. An independent survey we commissioned in autumn 2023 showed an increase of almost 10% in overall tenant satisfaction. This is really good news, but we know we have more to do.

In particular, the survey results showed us we need to continue to improve our repairs service, be realistic about the time it takes to deliver our services, keep customers informed and manage our complaints better. We are continuing our work to improve in all these areas, and you can read about the progress we are making in this report. You can also read how new Consumer Standards are changing the way we measure our performance.

We manage the homes of thousands of tenants living right across the south of England, from Devon to Norfolk. Many are in urban areas, but most are in very rural areas. Often there are fewer than 12 Hastoe

homes in a village and we support tenants in hundreds of villages. Our extensive geography, the different needs of our tenants, and poor digital connectivity in some rural areas, means we try to offer a range of ways for tenants to feedback and scrutinise our performance. We are keen to increase and expand our opportunities for you to get involved, and to give us your ideas and your feedback. We know that listening to you helps us find solutions and improve our services.

Our annual survey will provide us with vital information about where we need to focus our main resource and energy. However, we know we need to address individual tenant concerns too. In addition to our current phone days and face-to-face meetings with the Board and Executive Team, we have begun a more extensive programme of visits to different parts of the country. These provide additional opportunities for tenants to meet us and discuss the issues that matter to them.

We have also set up a number of online tenants' panels that scrutinise our policies and processes on matters we know concern them; building safety, damp and mould, and complaints management. We are now actively inviting residents who have disabilities and vulnerabilities to tell us what we can do to improve services for them.

Over the coming year, we will continue to provide opportunities so you can let us know how we are doing, and we will be recruiting additional resources to support this work. Please get in touch if you have ideas about other ways of feeding back to us. We are all ears.

—

**Lindy Morgan, Chair of the Board**  
**Andrew Potter, Chief Executive**



## About this report

This Annual Report aims to set out clearly the extent to which Hastoe has delivered on its plans set out in our Business Strategy 2023-24. We have changed the format from recent years, partly to mirror the changes made to the Business Strategy in 2023, and also to ensure tenants can see how we are performing in relation to the new Consumer Standards and Tenant Satisfaction Measures introduced by the Regulator of Social Housing on 1 April 2024.

In 2023, we consolidated all our plans and strategies into one overall Business Strategy. This removed duplication, made the document more concise, and showed more clearly the link between our purpose, vision and values, and our strategic objectives, actions and targets.

The changes made to this Annual Report aim to make it easier to 'read across' the two documents and to see if we achieved what we set out to do. In order to do this, we have reported our performance under the same headings of our 4 strategic objectives used in our Business Strategy.

We hope you like the new format and welcome your feedback on how we can make further improvements.

**Related publications:**  
[www.hastoe.com/business-strategy](http://www.hastoe.com/business-strategy)  
[www.hastoe.com/financial-performance](http://www.hastoe.com/financial-performance)



## About Hastoe

### Our purpose:

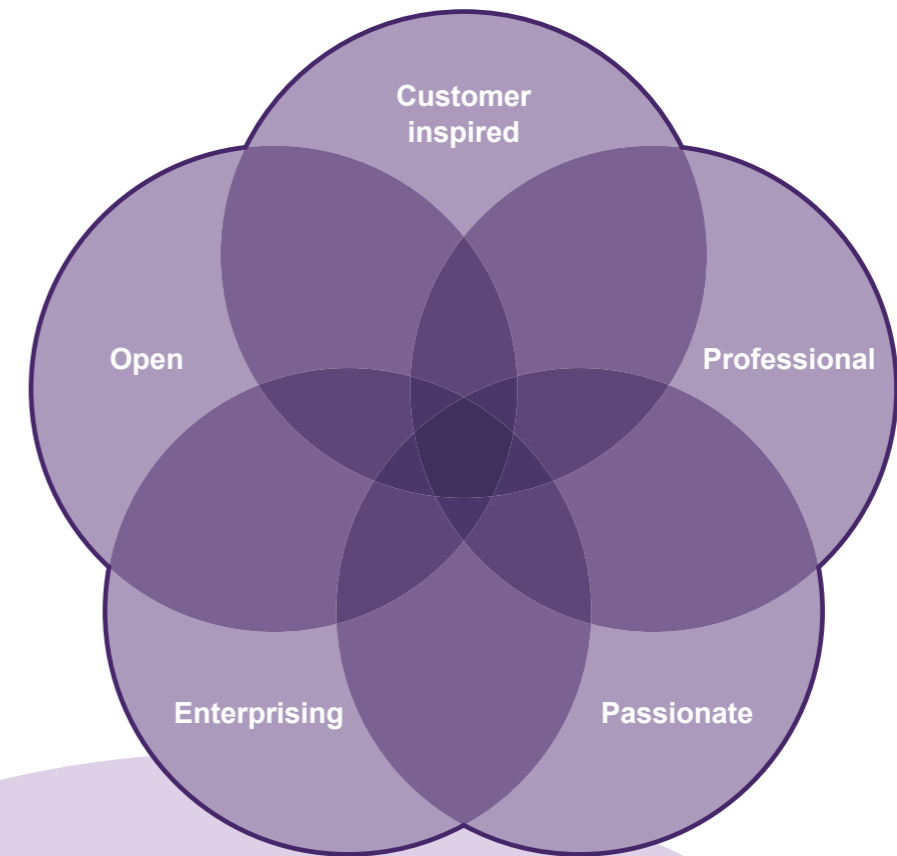
To provide a good level of service to all our customers and to build high-quality, affordable homes that support sustainable rural communities.

### Our vision:

That everyone should have a warm, safe home within a sustainable community.

### Our values:

Our five values are a vital part of our identity and describe the way in which we operate and relate to others.



### Our 4 objectives:

- 1: Deliver high-quality services for our residents that meet their needs.
- 2: Invest in and maintain, safe, energy-efficient homes.
- 3: Develop in rural areas to support the sustainability of rural communities.
- 4: Run a professional and efficient organisation and be an excellent employer.



# How we measure our performance

This year, we have made changes to the way we measure our performance, to include requirements of the Consumer Standards, introduced by the Regulator of Social Housing on 1 April 2024. Tenant Satisfaction Measures (TSMs) form part of this wider regulatory framework and Hastoe will continue to develop its services and improve its operations in line with these requirements.

## Tenant Satisfaction Measures (TSMs)

The TSMs are made up of 12 tenant perception measures (coded TP01-12) and 10 management information measures (coded CH01-CH02, NM01, RP01-RP02, BS01-BS05). These measures aim to help improve standards for people living in social housing by: letting tenants see how well their landlord is doing; enabling tenants to hold their landlords to account; and giving the Regulator insight into which landlords might need to improve things for their tenants.

## Tenant satisfaction survey 2023-24

Using the 12 tenant perception measures, Hastoe appointed an independent agency, TLF Research, to carry out a survey to find out the degree to which tenants were satisfied with Hastoe's services. The survey was carried out over the phone between 23 October and 18 November 2023 and included 543 tenants from a total of 4,152, all of whom were chosen at random.

For each of the 12 questions relating to tenant perceptions, they were asked if they were either:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

The findings of each of the perception measures are listed under the relevant section in this Annual Report. Our calculations to work out the proportion of customers who were 'satisfied' are based on those who replied either 'very satisfied' or 'fairly satisfied' (i.e. 'very satisfied' + 'fairly satisfied' = 'satisfied').

## Management information measures 2023-24

The 10 management information measures are also listed under the relevant section in this Annual Report. This performance data was collected at the end of the financial year which, in this case, ran from 1 April 2023 to 31 March 2024.

**Further information:**  
To see a full summary of the 22 Tenant Satisfaction Measures, including how the percentages were calculated, go to [hastoe.com/tsm](http://hastoe.com/tsm).

## Consumer Standards

The new consumer standards are made up of 4 standards:



### 1: Safety and Quality Standard

This requires landlords to provide their tenants with safe, good quality homes and effective landlord services.



### 2: Transparency, Influence and Accountability Standard

This requires landlords to be open with their tenants and treat them with fairness and respect.



### 3: Neighbourhood and Community Standard

This requires landlords to work with other organisations to help make sure tenants can live in safe and well maintained neighbourhoods.



### 4: Tenancy Standard

This requires landlords to allocate and let homes fairly. It also sets requirements for how landlords manage and end tenancies.

The Regulator of Social Housing will carry out an inspection, usually every four years, to assess how well Hastoe performs against these standards. It will then award a grade ranging from C1 to C4. This is in addition to undertaking annual reviews to assess Hastoe's standard of governance (G rating) and financial viability (V rating)



**Further information:**

To read more about the new Consumer Standards, go to: [www.gov.uk/government/publications/consumer-standards-code-of-practice](http://www.gov.uk/government/publications/consumer-standards-code-of-practice)







# 1: Deliver high-quality services for our residents that meet their needs

## What you can expect from Hastoe

At Hastoe we aim to be customer inspired, enterprising, passionate about what we do, and professional and open when dealing with our customers. Whatever you contact us about, we want you to be able to trust that 'we say what we'll do and do what we say'.

Our standards of service are based on consultation with our customers and influenced by practical issues such as the availability of staff and contractors and the supply of materials. We review our Service Standards periodically and in consultation with our customers. You can read what you can expect of us at [hastoe.com/standards](https://www.hastoe.com/standards).

It's extremely important to us that tenants are satisfied with the services we provide. In addition to our annual tenant satisfaction survey, we use a number of ways to seek tenant feedback. In addition to the daily contact our employees have with tenants, we receive feedback from our Resident Champions, and we organise activities throughout the year so that tenants can speak directly to our Board Members and Executive Team.

In 2023-24 we held 3 phone-in days with our Chief Executive and Executive Team, as well as 2 face-to-face meetings with Hastoe Board Members. We also held a number of online scrutiny panels on specific matters that we know are important to tenants.

These included building safety, damp and mould, and complaints management. In addition, we began a programme of visits to specific areas where we know satisfaction with repairs is low. We ask our repairs contractors to attend to complete easy-to-fix repairs on the day, accompanied by an appropriate mix of staff to address other known issues, e.g. senior staff from Housing, Property and Finance. These visits provided us with many different opportunities to listen to tenants' experiences and to learn how we can make improvements.

In 2024-25 we will continue to organise a similar range of activities.

Help us improve our services and develop our Business Strategy by joining one of our scrutiny panels. For details go to: [www.hastoe.com/scrutiny](https://www.hastoe.com/scrutiny).



Phone Day with Hastoe's CEO

## You Said, We Did

Between April 2023 - March 2024, we heard from tenants about a wide range of changes they wanted. These included:

### Improvement to repairs service:

- we procured the services of several new contractors following reports that repairs were not being carried out to standard
- we appointed an independent Contract Administrator to improve response times from contractors and to address performance issues more quickly
- we introduced a proactive follow-up system to ask tenants if their repairs had been completed and to standard
- we recruited 3 Repairs Officers to ensure repairs are done satisfactorily.

### Changes to service standards:

in consultation with tenants we introduced more realistic timeframes for completion of repairs.

### Improvement in complaints handling:

we appointed a dedicated Complaints Officer to manage complaints about repairs specifically.

### Information about damp and mould:

with input from residents, we produced a full-colour information leaflet and a revised damp and mould policy and procedure.

You can see a full list of changes made at: [hastoe.com/you-said-we-did](https://www.hastoe.com/you-said-we-did)

### Improved record keeping:

we implemented a new system whereby all electronic correspondence between Hastoe and our customers is recorded automatically on our systems.

### Improvement to MyHastoe:

we redesigned the home page to make it more customer friendly.

The tenant satisfaction survey carried out during the autumn of 2023 showed that 58.9% of customers were satisfied overall. This was an increase of almost 10% on the previous year. It was mostly due to us being more proactive in keeping customers informed and to improving our complaints handling. However, we know we still have more to do.



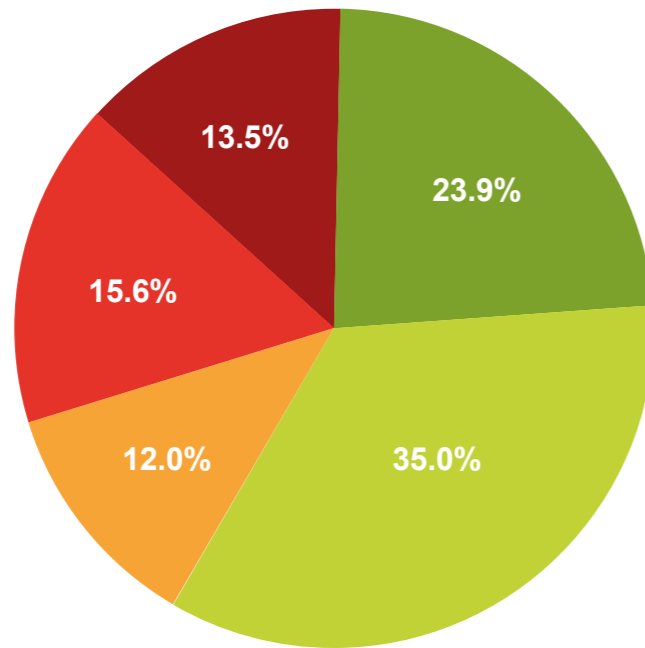
Lindy Morgan with tenants in Saffron Walden

**TSM [TP01]: Satisfaction with overall service**

Proportion of respondents who report that they are satisfied with the overall service from Hastoe = **58.9%**

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Overall satisfaction: 58.9%

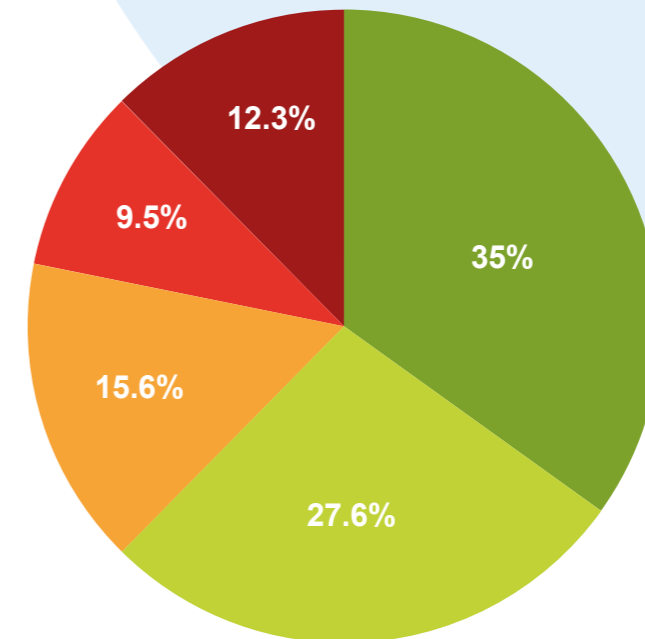


**TSM [TP07]: Satisfaction that Hastoe keeps tenants informed about things that matter to them**

Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them = **62.6%**

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Satisfaction that Hastoe keeps tenants informed about things that matter to them: 62.6%

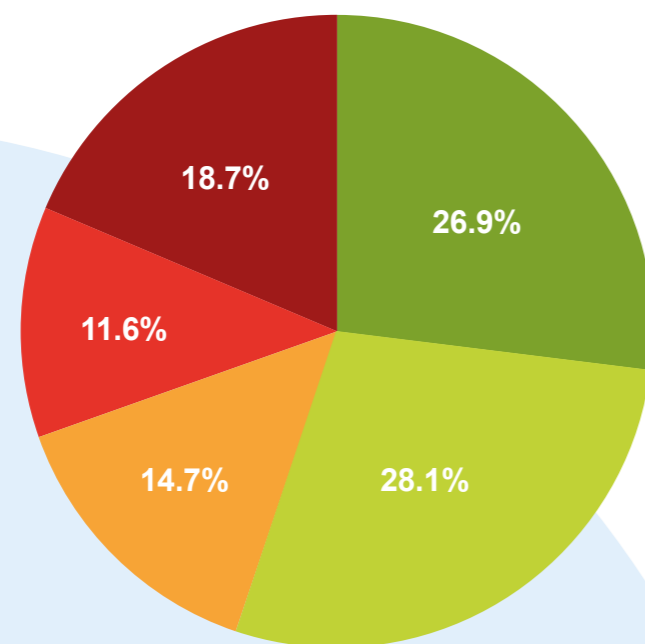


**TSM [TP06]: Satisfaction that Hastoe listens to tenant views and acts upon them**

Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them = **55.0%**

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Satisfaction that Hastoe listens to tenant views and acts upon them: 55.0%

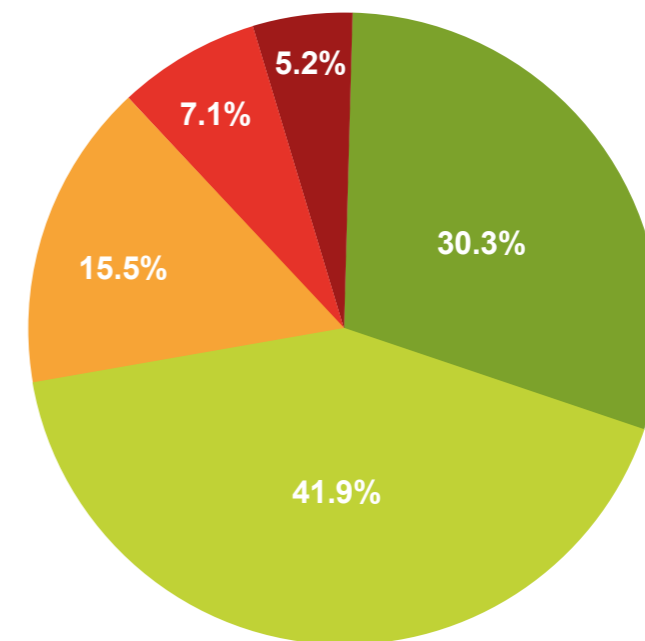


**TSM [TP08]: Satisfaction that Hastoe treats tenants fairly and with respect**

Proportion of respondents who report that they agree their landlord treats them fairly and with respect = **72.2%**

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Agree that Hastoe treats tenants fairly and with respect: 72.2%





## Customer Service



### Call Centre

Since the relocation of our Customer Service Centre (CSC) in 2022, when we experienced difficulty recruiting and training a new team, our customer response times have risen and now consistently exceed those of previous years. In 2023-24, we answered a record number of customer phone calls and, increased resources in this area means that as at 31 March 2024, we have reduced wait times with 83.34% of calls being answered within 90 seconds.

Calls to Customer Service	2021-22	2022-23	2023-24
Number of phone calls we answered	11,741	16,068	21,985



### Online self-service via MyHastoe

We were pleased to see more tenants take the opportunity to register for a MyHastoe online account.

MyHastoe enables tenants to self-serve 24/7 and helps free up our Customer Service Advisors to provide support to those tenants who have more complex queries or issues.

MyHastoe registrations and transactions	2021-22	2022-23	2023-24
Number of customers registered	2,914 (27.7%)	3,506 (33.3%)	3,929 (37.2%)

We are continuing to develop MyHastoe to become more of a one-stop shop so more services can be reported and accessed online. Tenants who use MyHastoe can currently:

- Report and follow up a repair
- Upload photos
- Check their rent account
- Make a payment
- Set up a direct debit
- Update their details
- Apply to keep a pet
- Report antisocial behaviour
- Register a complaint/compliment
- Request contact from a housing officer.

### How to set up a MyHastoe account

To set up a MyHastoe account, go to [www.myhastoe.com](http://www.myhastoe.com). You will only need your email address, date of birth and customer reference number (found on any correspondence from us). If you have difficulty setting up an account, our Customer Service Team is on hand to help. Just call 0300 123 2250 during office hours.



### Accessible services

Hastoe offers services to meet the needs of residents with different preferences and needs. We offer a large print service for customers on request and the Accessibility software on our website means information can be accessed via the spoken word (read aloud), downloaded as audio files, viewed in variable contrast and different text sizes, as well as translated into 120 languages (both written and spoken). Our Customer Service Team can provide support via a translator if needed.

This coming year, we are seeking the support of tenants with disabilities and vulnerabilities to help us further improve access to our services.

If you can help please get in touch. You can be any age but we are especially keen to hear from residents between the ages of 26 and 35. Call **0300 123 2250** or see more details at [www.hastoe.com/disability](http://www.hastoe.com/disability)

## Tenant Support



### Benefit and welfare support

We know many of our tenants have, once again, faced considerable financial pressure over the past year and we have provided support where we can. In 2023-24, advice was offered to 570 residents and, of these, 441 took up our offer. Our 3 Benefit and Welfare Advisors helped tenants claim almost £440,000 in benefit income and this meant many people avoided going into debt and have been able to sustain their tenancies.

This service is available free to all Hastoe residents and details can be found at [www.hastoe.com/money-advice](http://www.hastoe.com/money-advice)

*“One of the most pleasing parts of my job is when I can help find a claim that a resident is missing out on. Even if it’s only a small amount it makes such a difference to people’s lives.”*

**Mark Adkins, Benefit & Welfare Advisor**



### Case study: How Mark helped keep away the bailiffs

One of our tenants, who had a stroke a few years ago, which had left her with severe memory loss, was being chased by the bailiffs. She was up to date with her rent but behind with other bills, so Mark organised to visit her to find out how he could help.

After talking with her, he put a hold on action being taken by the bailiff, and he organised a referral for her to see Citizens Advice to put in place a long-term plan for managing her debt.

He then organised another visit to complete a Discretionary Housing Payment application as she was liable for the “bedroom tax”.

This was successful and, for a period of 6 months, the local council agreed to pay the shortfall.

Mark kept in touch and when he found out that she had suffered another brain bleed and had spent time in hospital, he helped her apply for Personal Independence Payment (PIP). He supported her through the PIP telephone assessment and PIP has since been awarded.

Mark provided support for almost a year and, as a result, the tenant has been able to keep her home and is financially better off by just over £100 per week.



### Protection against scams and fraud

From time to time, tenants call us to say they have, or think they have, been contacted by a scammer or fraudster saying they are working on behalf of Hastoe.

When we commission a company to work on our behalf, and we expect them to contact you, we will always let you know either by text, email or letter. We will sometimes also place information on the news pages of our website.

If you are not sure whether the caller is really working for Hastoe, please contact our Customer Service Team to check. This gives us the opportunity to take any necessary action such as sending out a warning to other residents.

Guidance on what you can do to protect yourself, and what to do if you are approached, can be found on our website at [www.hastoe.com/scams](http://www.hastoe.com/scams).

### Managing Anti-Social Behaviour (ASB)

We believe everyone has the right to live peacefully in their home and community and so we expect our residents, members of their household and visitors, to behave in a responsible way and to respect other tenants and residents living in the local area. We will take action if behaviour is inappropriate or causes nuisance and annoyance to others.

We received a total of 274 reports in 2023-24. We have updated our policy and procedure and, to provide more frequent and thorough reviews of cases, we've introduced a lead manager for antisocial behaviour.

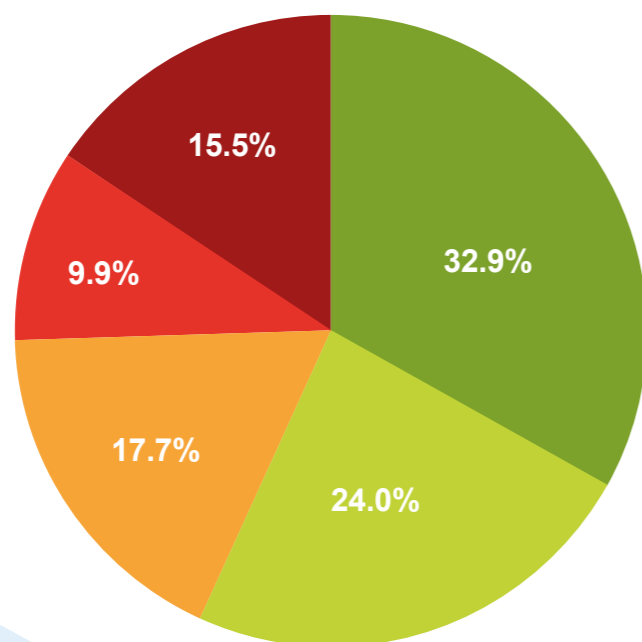
You can read our policy and procedure for dealing with ASB at [www.hastoe.com/asb](http://www.hastoe.com/asb)

### TSM [TP12]: Responsible neighbourhood management

Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour = **56.9%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

Satisfaction with Hastoes approach to handling anti-social behaviour: 56.9%



Management information measures	Percentage	Total number
Number of anti-social behaviour cases, opened per 1,000 homes [NM01(1)]	5.34%	274
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes [NM01(2)]	0.0%	0

### Complaints Handling

While we aim to put things right if they have gone wrong, the focus of our complaints process is not just about making things right for one resident but to learn lessons so we can improve services for all tenants. Complaints provide us with a really valuable way of identifying where we can improve our services.

In addition to learning from individual complaints, we have a Resident Complaints Scrutiny Panel that meets to consider how further improvements can be made to our complaints process. Hastoe also has two Board Members with responsibility for overseeing our complaints policy and process. Ashley Horsey and our resident Board Member, Julie Pearce-Martin, are our Members Responsible for Complaints (MRCs).



The key findings from complaints we have received over the past year include the need for:

- tighter management of contractors to ensure repairs are completed within agreed timeframes
- the need for a dedicated complaints' handler
- improved record keeping and customer updates especially where delays are anticipated in repairs
- an improved programme of planned home improvements.
- further training in operational systems, and clarity of roles and responsibilities for Hastoe employees

Hastoe's Board receives regular information about our complaints' performance and in the last financial year undertook a thorough investigation. The recommendations from the Task and Finish Group have been incorporated into our Business Strategy 2024-27: [www.hastoe.com/business-strategy](http://www.hastoe.com/business-strategy).

We aim to make our complaints policy and procedure as simple as possible so, as well as providing information on our website, we have produced an easy-to-ready complaints factsheet which you can download at [www.hastoe.com/complaints](http://www.hastoe.com/complaints).





**Complaints Self-Assessment**

We have undertaken a self-assessment of our complaints service against the Housing Ombudsman’s Complaint Handling Code, to ensure we comply. The full self-assessment and Annual Complaints Performance and Service Improvement Report can be read at [www.hastoe.com/complaints-self-assessment](http://www.hastoe.com/complaints-self-assessment).

“The Board welcomes the report in the context of the appointment of two of our Board members who will jointly fulfil the role of Member Responsible for Complaints. We understand the importance of effective complaints handling and want to see continuous improvements fostered by a culture of learning. The Annual Complaints and Improvement Report is comprehensive, and we look forward to it being shared with our residents.”



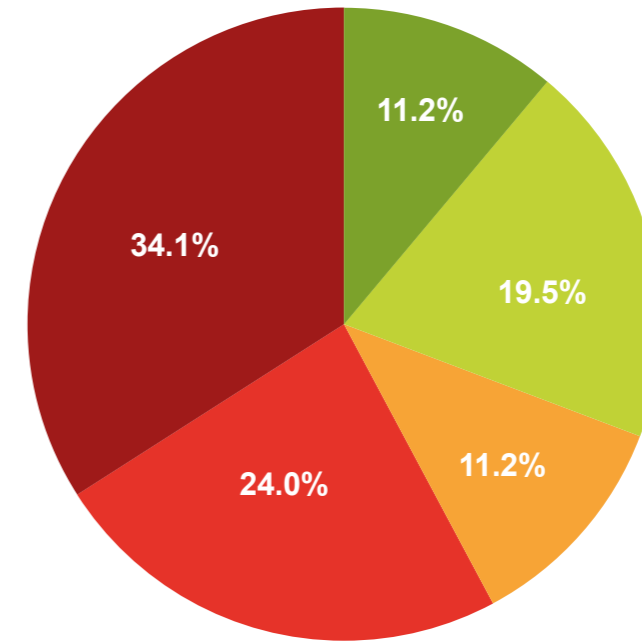
**Board Members reviewing complaints**

**TSM [TP09]: Satisfaction with the landlord’s approach to handling complaints**

Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord’s approach to complaints handling = **30.7%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

**Satisfaction with Hastoe’s approach to handling complaints: 30.7%**



Management information measures	Percentage	Total number
Number of stage one complaints received per 1,000 homes [CH01(1)]	<b>63.4%</b>	<b>271</b>
Number of stage two complaints received per 1,000 homes [CH01(2)]	<b>7.7%</b>	<b>33</b>
Proportion of stage one complaints responded to within the Complaint Handling Code timescales [CH02(1)]	<b>85.6%</b>	<b>232</b>
Proportion of stage two complaints responded to within the Complaint Handling Code timescales [CH02(2)]	<b>93.9%</b>	<b>31</b>





## 2: Invest in and maintain, safe, energy-efficient homes

Tenants have told us they think their homes are safe, of good quality, and they like their neighbourhood. However, we are not complacent and we will continue to make improvements and pay particular attention to issues such as damp and mould.

### Safety

Tenant safety remains our top priority and we continue to invest in fire safety and building safety works. We have established a Building Safety Group, where residents who live in our tall blocks of flats meet every 6 months to help with building safety decision making. They help direct what information we provide, how frequently we communicate, and let us know how residents want to be consulted.

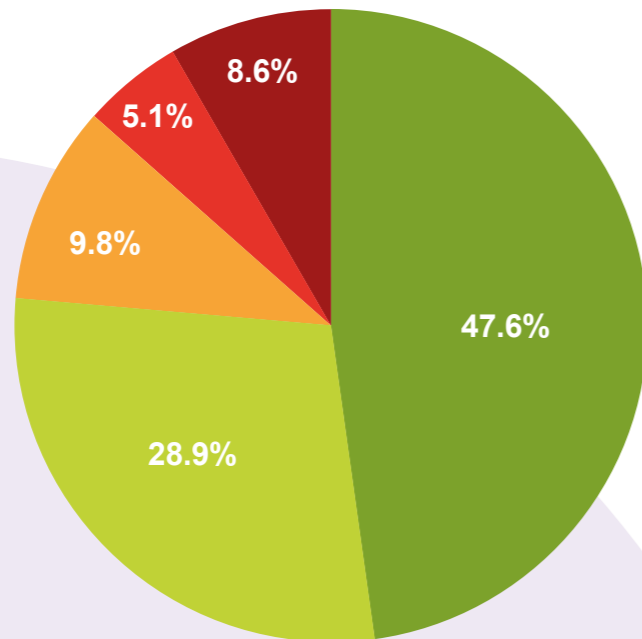
In 2023-24 we spent £3.4m on safety and quality works for our existing homes.

#### TSM [TP05]: Satisfaction that the home is safe

Proportion of respondents who report that they are satisfied that their home is safe = **76.5%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

Satisfaction that homes are safe: **76.5%**



Safety compliance Management information measures	2021-22	2022-23	2023-24
Residential buildings meeting Decent Homes Standard [RP01]	100%	100%	99.6%
% of Fire Risk Assessments reviewed within our timescales [BS02]	100%	94.7%	96.2%
Properties with communal water facilities with valid risk assessment [BS04]	94%	83.3%	97.4%
Annual safety inspection of passenger lifts [BS05]	100%	86.2%	100%
Residential buildings with valid gas certificates [BS01]	100%	99.96%	99.1%
Residential blocks with valid asbestos management survey [BS03]	100%	100%	100%
Residential buildings with current electrical certificate	97%	98.5%	99.2%

### Repairs Service

Our extensive geography provides us with one of our main challenges to improving our repairs service. To ensure our services are deliverable and provide value for money, we need to find reliable, local contractors to carry out repairs and grounds maintenance. We've made some good progress in some areas of the country.

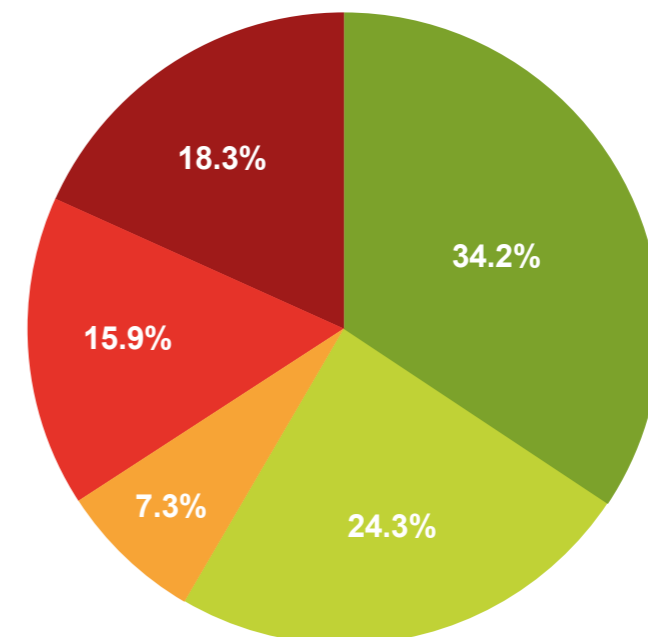
We are monitoring our contractors and their performance carefully and are changing contractors where they are not performing well. We have appointed an independent Contract Administrator to improve response times from contractors and to address performance issues more quickly. We have also introduced a proactive follow-up system to ask tenants if their repairs had been completed, and to standard, as well as recruited 3 Repairs Officers to carry out checks to ensure repairs are done satisfactorily.

#### TSM [TP02]: Satisfaction with overall repairs service

Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service = **58.5%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

Satisfaction with with overall repairs service: **58.5%**

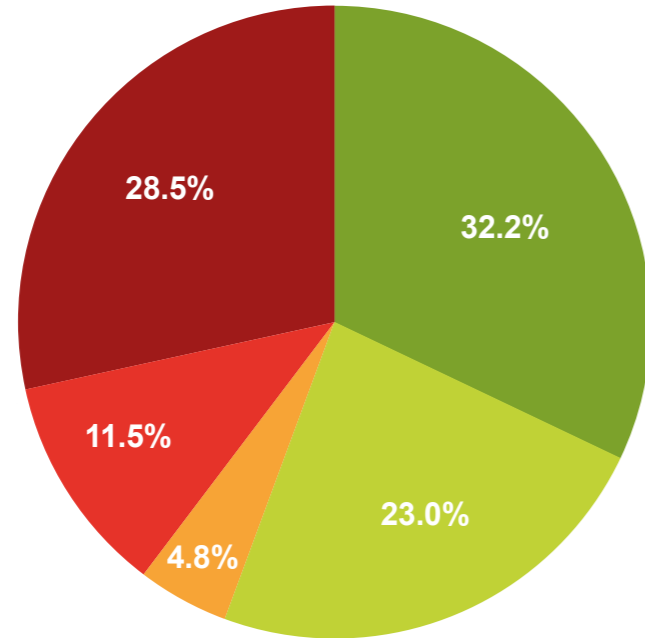


**TSM [TP03]: Satisfaction with the time taken to complete the most recent repair**

Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair = **55.2%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

**Satisfaction with the time taken to complete the most recent repair: 55.2%**



The results of the tenant satisfaction survey have shown us that we need to continue to make improvements in some key areas:

- Provide a good repairs experience
- Provide good complaint handling
- Managing customer expectations better, i.e. keep customers informed and up to date and be realistic about service delivery timeframes.

As a result, in January 2024, we consulted tenants on our service standards and, in response, changed our routine responsive repairs timescales to be more realistic (from 28 calendar days to 28 working days) and we increased our repair times for components that need to be manufactured (e.g. doors and windows), from 28 calendar days to up to 90 calendar days. On average, we raise c14,000 repairs per year and in 2023-24 the number of complaints reduced to c1.5% of orders. This is an indication that our improvements are having an impact.



**Keeping in touch about repairs**

Tenants have also told us they want more regular updates about progress on their repairs. To improve our service, we have enabled tracking of repairs on MyHastoe and made further adjustments to our dedicated team that assists tenants if they experience delays or problems. When customers report a repair via MyHastoe they receive a text message that gives them the name and phone number of the contractor. This information is also recorded on MyHastoe, together with a date when the repair is expected to be completed. This enables customers to contact the contractor directly and if, for any reason, they are unhappy with the service they are provided they can fill in a form on MyHastoe and our dedicated team will follow up on their behalf.

Near the completion date we now send another text to check if the repair has been done, and if it's been done to a tenant's satisfaction. If it hasn't, we chase the contractor, so tenants don't have to.

Repairs completed	2021-22	2022-23	2023-24
Number of responsive repairs in total	10,087	11,848	17,145
Percentage of emergency repairs completed within 24 hours	85%	86%	71.7%
Percentage of non-emergency responsive repairs completed within timescales	-	-	74.7%
Percentage of all repairs completed on time	73%	79%	74.2%

In 2023-24, we carried out a record number of repairs but without managing to increase overall levels of satisfaction with repairs. Our Executive Team and Board will continue to monitor and review the changes we have made to our repairs service to see which ones are creating a real difference. Hastoe will be addressing these and other priorities, and has laid out a plan of action in our Business Strategy 2024-27:

[www.hastoe.com/business-strategy](http://www.hastoe.com/business-strategy).



Please help us know that repairs are being carried out properly by replying to the text message we send to you after each repair job is completed.



Hastoe staff at Hornchurch resolving tenant concerns



## Planned Home Improvements

Each year we are investing £6 million to improve Hastoe's homes. Where needed, we will be replacing kitchens, bathrooms, heating systems and windows, as well as making improvements to external decoration. Last year we carried out over 800 improvement works; more than in any previous year.

Planned home improvements	2021-22	2022-23	2023-24
Number of bathrooms fitted	8	14	119
Number of kitchens fitted	54	133	123
Number of households with new windows fitted	2	252	29
Number of households with replacement heating system fitted	224	206	189
Number of households/buildings where external decorations have taken place	70	137	368
<b>Total</b>	<b>358</b>	<b>742</b>	<b>828</b>

We have commissioned Rand Associates to make sure we have up-to-date records of the condition of all our homes. They will complete these inspections by March 2026 and this will help us prepare for future maintenance and improvement works.

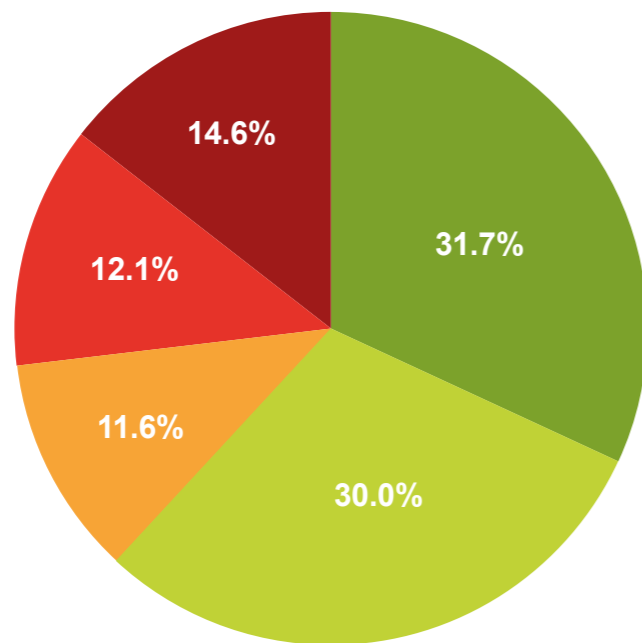
In 2022-23, we set out our approach to reduce our carbon footprint and achieve an energy-efficiency rating for our homes of EPC 'C' by 2030. An EPC 'C' rating means a home has been built using energy-efficient building methods or the home's fabric has been upgraded. We are making good progress with 77% of our homes currently at EPC 'C' or above which means most of our homes are efficient to heat.

### TSM [TP04]: Satisfaction that homes are well maintained

Proportion of respondents who report that they are satisfied that their home is well maintained = **61.7%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

**Satisfaction that homes are well maintained: 61.7%**



## Maintenance of Grounds and Common Areas

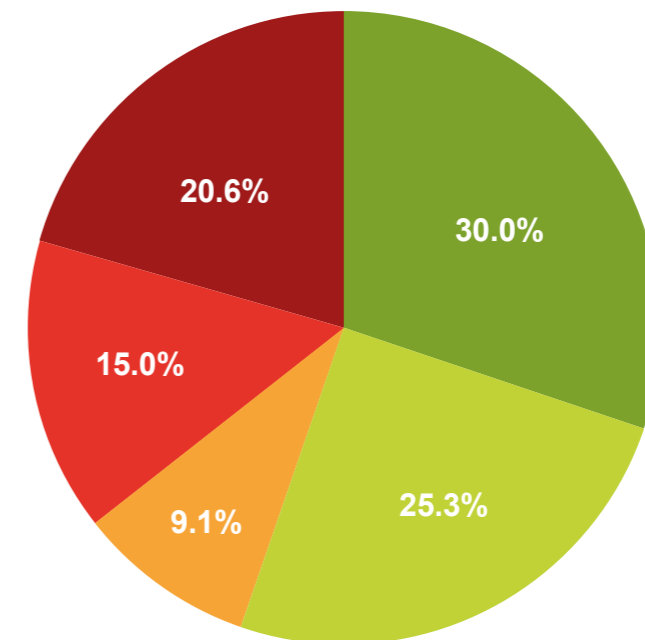
To improve our estate and caretaking services, in May 2024 we recruited an Estate Services Manager and we now plan to expand our estate services team. Our focus will be on quality, value for money, health and safety, and resident satisfaction. We are also very grateful to our Resident Champions who act as our eyes and ears and who monitor and report, at an early stage, anything we need to know about maintenance, cleaning and repairs in common areas.

### TSM [TP10]: Satisfaction that communal areas are kept clean and well maintained

Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained = **55.3%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

**Satisfaction that communal areas are kept clean and well maintained: 55.3%**



**Grounds maintenance at Walton on Thames**

## Resident Champions

Resident Champions support Hastoe by acting as our eyes and ears on the ground and monitoring the effectiveness of service contracts, such as cleaning and repairs.

*"I became Resident Champion in 2019, shortly after moving into my Hastoe home in December 2018. My Housing Officer suggested I became a Resident Champion after I raised a couple of communal issues to be sorted out and I agreed because I wanted to look out for others in my community."*

*I like the social side of getting to know my neighbours and acting as another point of contact to Hastoe. Personally, it's also really nice to build and have a good relationship with my Housing Officer. The £50 vouchers are a great incentive too! More importantly, things run more smoothly. For example, if something communal breaks, it can easily be left by residents unless the resident champion raises it."*

**Nina Raisbury, Resident Champion**

If you're interested in knowing more about becoming a Resident Champion, visit [www.hastoe.com/resident-champion](http://www.hastoe.com/resident-champion)



As a not-for-profit social housing provider, we rely on the income from rents to pay for repairs and home improvements. For many years, increases in social housing rents have been below inflation, but this cannot be sustained. As with other housing associations, Hastoe has faced financial pressures, and increased running and borrowing costs have meant we have had to increase rents. Rent increases enable us to invest more in repairs and home improvements.

Rent collection	2021-22	2022-23	2023-24
Amount collected in social/affordable rent and service charges from tenants	£25.4m	£26.4m	£27.4m
Amount owed by tenants in rent arrears (percentage of total rent owed)	£616,000 (2.4%)	£684,424 (2.58%)	£833,339 (2.96%)
Rental occupation. This represents the maximum percentage of rent that we would be able to collect in any one year. It means that in 2023-24 we missed out on 0.68% of rent, due to homes being vacant.	99.56%	99.56%	99.32%
Tenants evicted due to rent debt	2 (+ 1 due to ASB)	3	0 (+1 due to ASB)

## Managing re-lets and new lets

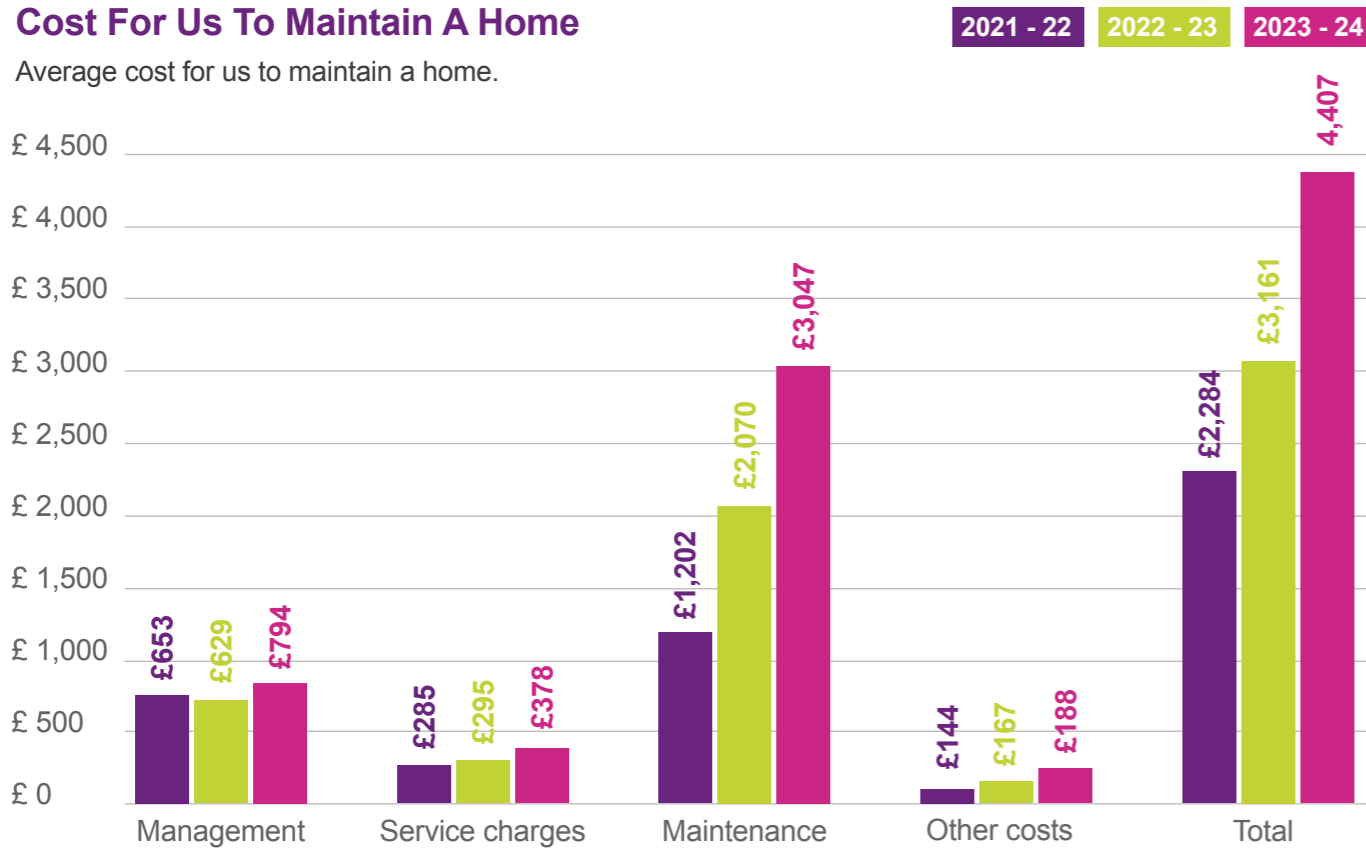
Achieving a quick turn-around of homes when they become vacant means someone in need of a home can be housed more quickly. It also ensures Hastoe doesn't lose rental income that can be used to invest in other tenants' homes. Income from our new homes is invested into our existing homes.

Re-lets and new lets	2021-22	2022-23	2023-24
Number of vacant homes re-let	142	120	135
Number of new lets resulting from building new social or affordable rent homes	31	21	29

While we do what we can to support eligible residents to gain access to a social home, and provide them with financial advice to sustain their tenancy, we also take legal action when we need to recover our property from someone who has broken their tenancy agreement. We require photos of all new tenants as part of an identity check to prevent subletting.

## Cost For Us To Maintain A Home

Average cost for us to maintain a home.



- Maintenance costs were unusually low in 2021-22 due to the liability for fire safety costs being moved to contractors and insurers.
- Maintenance costs increased in 2022-23 and 2023-24 due to additional home improvement works being completed.



### Tenancy Fraud

If you have suspicions that a Hastoe tenant is subletting, please contact our Customer Service Team in confidence. Subletting is a criminal offence and may deny a home to someone who is in greater housing need. Hastoe works with local authorities to investigate incidents of fraud and we will look to prosecute where possible. We will seek to recover our properties from tenants who refuse to surrender their home through civil action in the courts, serving Notices to Quit and Notices of Seeking Possession, where appropriate.





### 3: Develop in rural areas to support the sustainability of rural communities

While Hastoe is committed to maintaining its existing homes to a Decent Standard, we also believe it is equally important for us to continue to build high-quality, energy-efficient rural homes for affordable rent or shared ownership. Residents we consulted about our Business Strategy agreed this should continue to be a priority for 2024-27. These new homes are desperately needed by people who have been priced out of their local area and who otherwise have to live in overcrowded conditions or move away. The development of new homes in England’s villages, plays a key role in the social and economic development of rural communities.

#### Rural Housing Manifesto

At the beginning of 2024, a coalition of rural organisations published a Rural Housing Manifesto, with the following findings:



The construction of just ten affordable homes can generate a £1.4 million boost to the local economy, support 26 jobs, and yield approximately £250,000 in net returns for the Treasury.



Affordable rural homes are a catalyst for vibrant, resilient communities that can grow and contribute to national goals of green growth, nature recovery, and food security.

Hastoe supports the Manifesto and you can find a copy on our website at: [www.hastoe.com/rural-housing-manifesto](http://www.hastoe.com/rural-housing-manifesto)

In 2023-24, we were able to start 70 new homes. This is lower than the 100 we had hoped to start building and was due to the ongoing challenges of market conditions such as increased borrowing costs, difficulties in obtaining materials, shortage of skilled labour, etc. This led to Hastoe deciding to further slow the pace of development in order to reduce our exposure to financial risk.

We had hoped to complete 63 homes but, again, this was affected by difficulties with supply chains, a shortage of skilled labour and inflationary costs. However, we did provide 42 new homes; a total of 20 built by Hastoe in Suffolk and Hampshire, and a further 22 homes which we bought from housing developers in Devon and Essex.

We aim to start building 106 new homes in 2024-25 and a further 100 homes in 2025-26.

See details of our new homes at [www.hastoe.com/building-homes](http://www.hastoe.com/building-homes).

New homes (for social/affordable rent and shared ownership)	2021-22	2022-23	2023-24
New homes started on site	31	46	70
New homes completed	60	34	42

#### Stoke by Nayland, Suffolk

[www.hastoe.com/stoke-by-nayland](http://www.hastoe.com/stoke-by-nayland)



*“Since my mum passed away, I’ve been sleeping in different places for over a year, on people’s sofas and in a caravan. I’m now living back where I know people and they know me and I’ve got my belongings with me. I feel like I’ve won the lottery!”*

**Reginald Sandford, Tenant**

Completed in August 2023, the 8 homes increased social housing in the Parish by 17%. The 6 homes for social rent and 2 for shared ownership have all been allocated to people with a local connection to Stoke by Nayland. All 8 homes are built to Hastoe’s New-Build Standard which reduces carbon emissions and saves residents money on their heating bills.



#### Odiham, Hampshire

Highly commended in the CPRE Hampshire Countryside Awards 2023

[www.hastoe.com/odiham](http://www.hastoe.com/odiham)



*“After being on the housing waiting list and renting a single room for the last 5 years, I was overjoyed in being offered a 1-bedroom flat in the area I grew up in. I can now enjoy my independence again, as well as being close to my family and friends.”*

**Andy Dampier, Tenant**

Completed in May 2023, the 9 homes for social rent and 3 for shared ownership have all been allocated to people with a local connection to Odiham Parish. All 12 homes are designed to complement the local surroundings and to have minimal impact on the environment. They are energy efficient with heat recovery systems, reduced water consumption and accessibility features.





## Supporting Local Communities

Hastoe's Community Grant offers up to £250 to help deliver community-based projects that will benefit Hastoe residents and their local communities. We particularly welcome applications from projects that support Hastoe's commitment to sustainability and the environment, such as those that help protect wildlife, preserve green spaces or encourage young people to learn more about the environment.

In 2022-23 we contributed funding towards 15 projects.



### Food Banks

The Walton Charity in Surrey was awarded £250 to help pay for shelving for The Bridge food bank scheme, a community hub supporting local parents and families across Elmbridge who are struggling with the rising cost of living.

A similar grant of £250 was awarded to Henstridge Community Fridge and Larder in Somerset. The project works to collect surplus food from local shops and share it for free to bring people together and reduce food waste.

### West Somerset Railway

West Somerset Railway was awarded £250 to buy paint, gardening equipment and plants towards the upkeep of their 10 stations. The organisers said: "There are around 4,000 pensioners in Somerset's rural villages with no access to transport. Older people are at risk of isolation and loneliness and lack of mobility can lead to ill-health. Maintaining the railway is really important."



### Creative Sparks, Essex

Great Bentley's Creative Sparks art project was awarded £250. The fundraiser said: "A local artist runs the classes which our residents' children attend weekly and love. They try to keep the lesson costs reasonable and the funding will offer some less fortunate families the opportunity to benefit. We will also purchase some new paints, brushes and canvases."



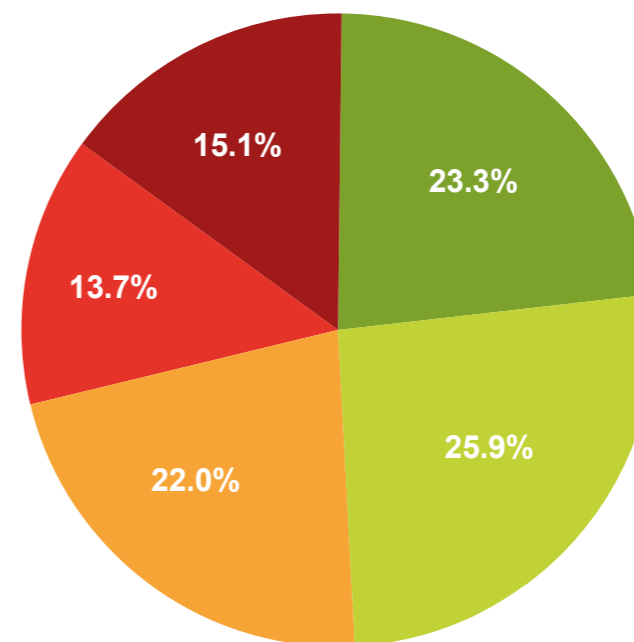
For information on how to apply for a grant, see [www.hastoe.com/community-grant](http://www.hastoe.com/community-grant) or email Helen Russell at [hmrussell@hastoe.com](mailto:hmrussell@hastoe.com).

### TSM [TP11]: Satisfaction with Hastoe's positive contribution to the neighbourhood

Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood = **49.2%**

■ Very satisfied ■ Fairly satisfied ■ Neither satisfied nor dissatisfied ■ Fairly dissatisfied ■ Very dissatisfied

#### Satisfaction with Hastoe's positive contribution to the neighbourhood: 49.2%



Henstridge Community Foodshare





## 4: Run a professional and efficient organisation and be an excellent employer

We are committed to improving as an organisation and maintaining business resilience.

### Providing Value for money

In order to meet the needs of tenants and manage your homes effectively, we will always aim to use our assets and resources wisely. This is how we allocated each pound of the rent you paid in 2023-24.

#### 18p – Housing management costs

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

#### 35p – Financing costs

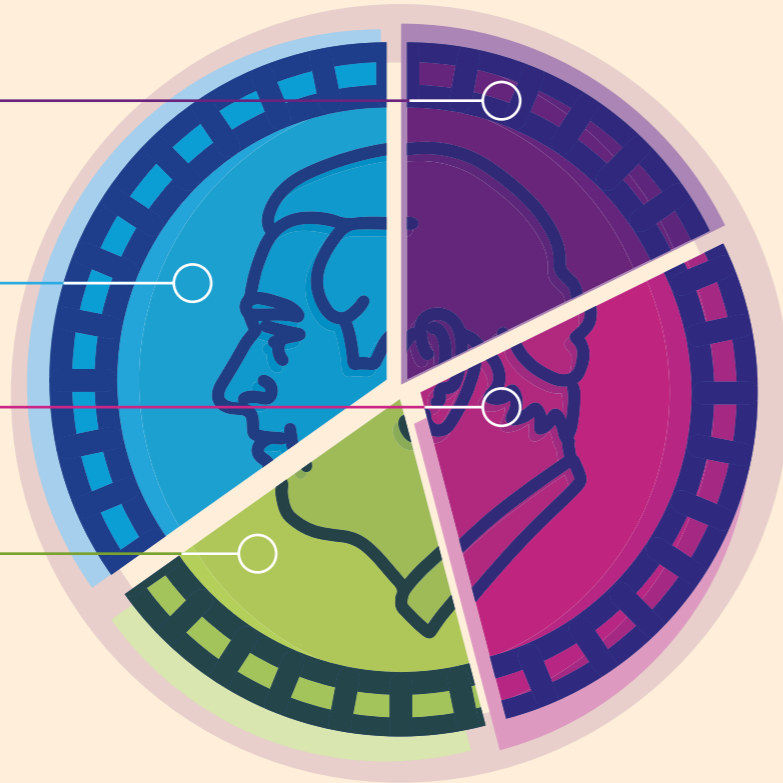
This is what we spent on repaying the loans we use to finance the building of new homes.

#### 28p – Planned maintenance

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

#### 19p – Routine repairs

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



To compare our spending with last year, go to [www.hastoe.com/annual-report](http://www.hastoe.com/annual-report).

### Governance and Financial Planning

The Hastoe Group is registered with, and regulated by, the Regulator of Social Housing. On 1 March 2022 we adopted the UK Corporate Governance Code and each year the Group is reviewed annually against the regulatory code. Following an annual stability review by the Regulator of Social Housing in December 2023, Hastoe retained the highest regulatory ratings a housing association can achieve for financial viability (V1) and governance (G1).

To ensure that our governance remains robust and aligned to our Business Strategy, we arranged for an independently run board-effectiveness review. We will now implement the findings which include carrying out a skills audit of Board Members and ensuring we fill identified skills gaps when we recruit new Board Members.

We have continued to reduce exposure to risk and strengthen the medium-term financial plan through sensible growth and effective use of our assets.

We raised £15m via the Affordable Homes Guarantee Scheme to fund our development programme.

For further details about Hastoe's finances, accounts, management costs and the Board and Directors' remuneration, see our Financial Report and Group Financial Statements:

[www.hastoe.com/financial-performance](http://www.hastoe.com/financial-performance)



Hastoe supports a long-term plan for housing



## Business Systems

We have continued to improve and refine our business systems. One significant change made over the past year, is that all emails sent to and from a tenant, are now automatically saved to a tenant's personal account. This has improved the reliability of our recordkeeping and maintains continuity when staff change roles or move on. We anticipate this will reduce complaints in cases where, previously, tenants' requests may not have been recorded accurately.

## Employee Engagement

With the additional recruitment in customer-facing roles, Hastoe's workforce has grown by around 10% to 110 employees.

We recognise that people perform at their best when they have clarity, are equipped and empowered to fulfil their role, feel listened to and appreciated, and when they are engaged. Although our employees work in many different roles and, for the most part, away from an office and in very different parts of the country, we make sure there are plenty of opportunities to meet in person.

In addition to individual, team and departmental meetings that were held throughout the year, managers met twice as a group with the Executive Team, and we organised 2 Connect Days to bring all employees and Board members together to share ideas, information and recognise achievements. In addition, the CEO and Executive Team provided ad-hoc briefings and Q&A sessions for all employees (e.g. on the Business Strategy).

Hastoe's Staff Forum which was newly constituted last year, is now very active and represents employee interests to senior management. The last staff satisfaction survey, which we ran in March 2024, showed 90% of our employees believe Hastoe is a good employer.

We remain committed to providing ongoing training and CPD for our employees and encourage everyone to study for a relevant professional qualification. Our aim is to further reduce staff turnover and increase the percentage of new starters who remain with Hastoe one year after joining us. As part of this, we reviewed the observations made in a previous Housing Diversity Network report about equality, diversity and inclusion (EDI), and our HR team is now working with employees and the Staff Forum to develop a programme of activities that provides an opportunity to celebrate EDI in a way that reflects our employees' values and beliefs.



Hastoe Employee Connect Day



Hastoe staff at Tower Heights, Hoddesdon





Tenants at Stoke by Nayland

## Contact the Customer Service Centre

🌐 [www.myhastoe.com](http://www.myhastoe.com)

☎ 0300 123 2250

🕒 See [www.hastoe.com/contact-us](http://www.hastoe.com/contact-us) for opening hours. You can report an emergency repair outside normal office hours by using the same number above.

If you would like to receive this document in an accessible format, please contact [communications@hastoe.com](mailto:communications@hastoe.com) or call the Customer Service Team. We also welcome your feedback on the format, design and content of this Annual Report.

# Hastoe

●●●● Group

### Other ways to stay in touch

🏠 [hastoe.com](http://hastoe.com)

✂ [x.com/hastoehousing](https://x.com/hastoehousing)