

HILDALE 
housing association



Annual Tenant Report

hilldale.org.uk

Welcome

From Dave Pickard,
Managing Director

Hello and welcome
to our Annual Tenant
Report for 2024.



Thank you so much for your feedback on last year's report. What you told us was really useful and we've used it to make some changes this year.

You said you wanted to see more tenant stories, so this time you can read about the difference that having a place to call home has made to some of our customers.

We remain focused on improving our services and keeping you safe, as well as giving you more opportunities to tell us what you think.

We've already been working hard to improve how we get to hear your views so thank you if you've completed a survey or talked to us about our services recently. It's really important to us, so we can make sure we're doing the right things for you – and make them even better where we can.

Looking back over the last 12 months, there's been so much change in the world of housing. Our regulator has been focusing on the quality of homes and services, including the issues caused by damp and mould. There is also a big drive to listen to tenants even more, and there has been an increased spotlight on complaints and how we use them to make changes. These are all things that have been a priority at Hilldale and will continue to be a focus for us.

“

Tenant satisfaction measures have been introduced by our regulator and so over the last six months we've been asking some of you a range of questions - and this will continue each year, as part of our approach that puts customers at the heart of Hilldale.

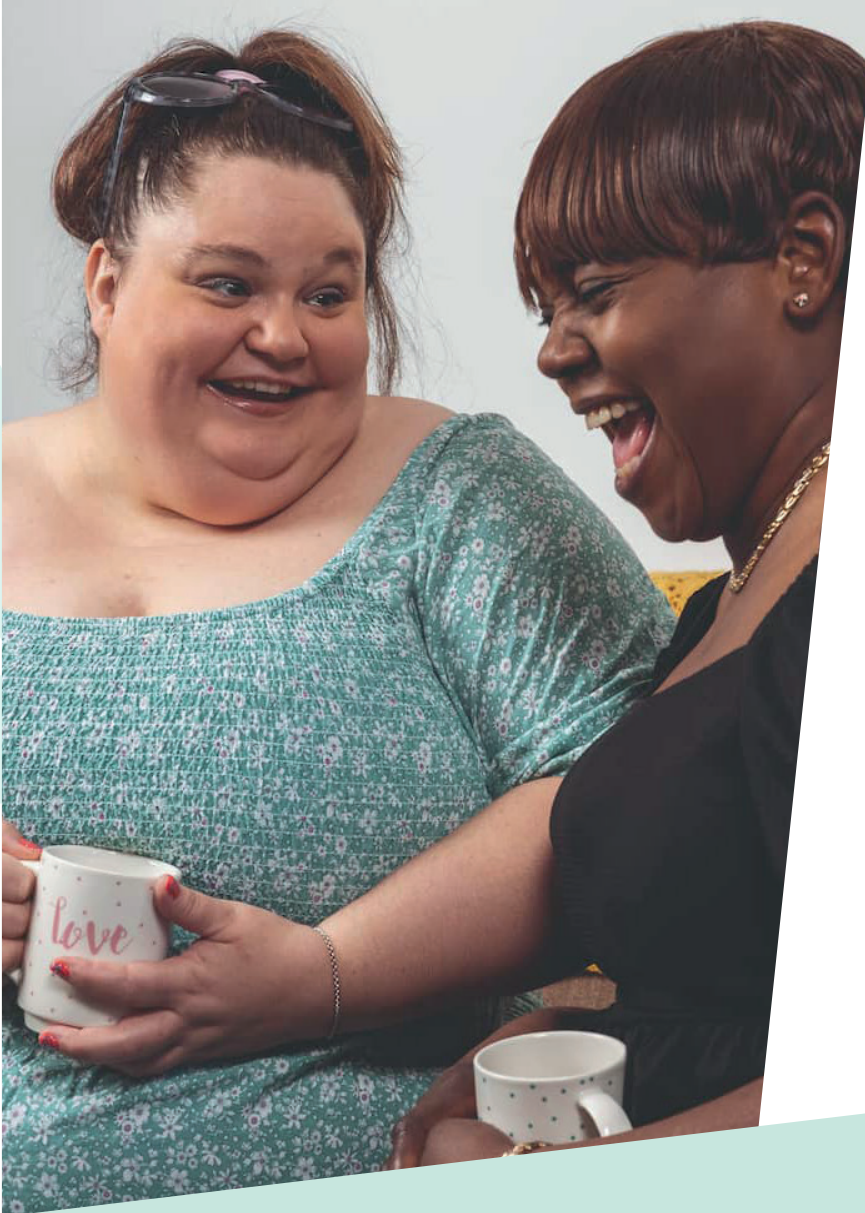
Our regulator will soon be looking at those responses and you'll be able to find out how Hilldale compares to other organisations, as well as what we're going to change as a result of your feedback.

We continue to invest in improving your homes. Last year, we spent £650,000 mainly on redecoration and safety measures. Next year we'll increase this even further to £900,000, along with further work to improve energy efficiency in homes and help to reduce your bills.

This year we've also set up our feedback forum and tenant voice panel to hear your views. I'm really pleased to report some great performance, so take a look through the report to find out more.

This will be the last report I get to introduce, as I'm retiring in July. I'd like to thank the Board and all my colleagues at Hilldale and Change for their support and hard work and you, our tenants, for your input. It's been my pleasure and privilege to lead this organisation over the last four years.

James Place, who's already one of the Hilldale team, will take over from me and I know he and the team will continue to take Hilldale from strength to strength.



Hello from James Place

I'm delighted and excited to be appointed as Hilldale's Managing Director and I look forward to building on the success Dave and the team have achieved to date.

I believe in our mission to put you at the heart of everything we do, and I want to give you even more opportunities to give us feedback, so we continue to improve.

We all hope you enjoy this report and if you have any feedback, please get in touch and tell us. I look forward to meeting more of you over the coming months.



“

I believe in our mission to put you at the heart of everything we do

Our tenants are at the *heart* of what we do

“

To provide and manage high quality homes for people who need additional support.

Honesty

- > We do what we say we will do.
- > We never mislead.
- > We acknowledge mistakes, fix them, and learn from them.

Empathetic

- > We care about Hilldale, our customers and colleagues.
- > We take time to understand people's individual needs.
- > We want to share and celebrate changes in people's lives.

Accountable

- > We do not hide from our responsibilities as individuals, a team or as a business.
- > We build trusted relationships.
- > We offer value for money.

Respectful

- > We treat everyone with respect and dignity.
- > We value and actively encourage diversity.
- > We put customers and communities at the heart of all we do.
- > We want to look after our planet.

Teamwork

- > We are one team.
- > We share goals, ambitions, and targets.
- > We are committed to strong leadership.



2023-26

Our Strategic Objectives

Great customer experience

Maximising occupancy

Operational efficiency

Achieving best practice

Making quality investments

Growth and diversification



What is Hilldale and its relationship with Change Housing Group?

Hilldale was set up in 2009, to provide high quality homes for people who need support to live more independently in their own home. We now have 1,109 homes and 960 tenants.



We are a housing association, which means we are registered with the regulator of Social Housing. We are also a Community Benefit Society, so we must meet a set of standards on how we run our business and the quality of services we provide.

Hilldale is a company in its own right, but it's also part of Change Housing Group (along with another company called Quays Housing), which means we benefit from:

- > Help to make the business even better
- > Being able to use the group's services, such as repairs, finance, HR and IT
- > Growth and increasing the number of homes available.

However we're still an independent company at Hilldale and we have our own:

- > Board and business plan
- > Financial accounting
- > Staff
- > Responsibilities to our tenants, including safety and the quality of services.

The Hilldale and Change teams sit in the same office and work closely together, with agreements in place to make sure everyone is performing to the same high standards for all our tenants.

Change Housing

Finance

Asset management / repairs

Human resources

Information technology

Tenant involvement

Hilldale Housing Association

Quays Housing

We're still an independent company at Hilldale

Our performance highlights



1,109
homes

74

ASB cases reported



54%

of tenants completed a tenant survey



246

new tenants



52%

reduction in the number of homes that are empty

97%

Repairs completed on time % - 7 Day



10,624

repairs logged

98%

Repairs completed on time 4 hour Emergency

£13.4m

of rent collected

100%

Repairs completed on time % - 24 Hour



96%

Repairs completed on time % - 28 Day

HILLDALE 
housing association

How we're Regulated

The Regulator of Social Housing works on behalf of the UK Government and sets standards that all housing associations need to follow, including how we:

- > Set your rents and service charges
- > Spend money to deliver the services you pay for
- > Run the organisation

Our regulator launched new Consumer Standards in April 2024, which are there to protect you, your home and community. Things we are required to do include:

- > Maintaining and repairing your home and keeping it safe
- > Working with others to keep your neighbourhood safe and well-looked after
- > Allocating homes to new tenants fairly and supporting you to stay in your home
- > Including you in decision-making and making sure you can tell us when we get it wrong

Just let us know if you'd like any more information about what the work of our regulator means for you.



Working with our Tenants

Making sure we listen to you is one of the things that matters most to us. Your feedback plays a really big role in how we deliver, change and improve our services.

How have we been listening?

We launched a tenant voice panel this year, which meets every three months to make sure we're always putting tenants at the heart of what we do.

The panel has now met twice and:

- > Approved our new complaints policy and damp and mould policy
- > Helped improve our repairs satisfaction survey
- > Helped build our service standards, which you can find on our website
- > Discussed what should go into this report

We also hold a feedback forum every three months, and anyone involved with Hilldale can come along. It's a great way to hear about what we're doing, get involved and talk to us about the things that matter to you.

We've also held 10 engagement sessions with tenants, so we can hear exactly what it's like to live in a Hilldale home.

We aren't stopping there though. Over the next year, we'll continue to listen to you, ask for feedback and make improvements. When we do change things, we will tell you about them. If you would like to get involved, please get in touch.

2
tenant voice panel meetings

3
feedback forums

10 engagement sessions



Tenant Satisfaction Results

This year we carried out surveys based on the tenant satisfaction measures set by our regulator, to see how happy you are with your home and with Hildale as your landlord.



Survey

Between June 2023 and April 2024, we wanted to get the views of all tenants, and had 465 surveys completed.

This is the first time we've collected satisfaction measures and the feedback is really important as it will help us make changes to improve our services.

This is what you told us...

Listening to You



Taking everything into account, how satisfied or dissatisfied are you with the service provided by your landlord?

89.3% satisfaction

How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?

74.3% satisfaction

How satisfied or dissatisfied are you with the way your landlord keeps you informed about things that matter to you?

66.4% satisfaction

To what extent do you agree or disagree with the following statement: My landlord treats me fairly and with respect?

85.7% satisfaction

Your views and feedback are really important to us and this year we have held several feedback forums and created a tenant voice panel to strengthen our communication and increased the opportunities for you to give us feedback. We know there is more we can do and we'll continue to improve our communication and listen to you.



Repairs

Performance

Repairs completed within target timescale:

- 97.2% non-emergency repairs
- 98% emergency repairs



How satisfied or dissatisfied are you with the overall repairs service from your landlord over the last 12 months?

75.5% satisfaction

How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

71.4% satisfaction

How satisfied or dissatisfied are you that your landlord provides a home that is well maintained?

86.2% satisfaction

Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?

85.9% satisfaction

Over the next 12 months, we're prioritising making improvements to our repairs service, which should make you even happier with the service. We know it's the most important service for our tenants and our aim is to improve our communication by getting feedback on completed repairs, so we know when we have done a good job or where we need to improve. Our overall aim is to reduce the time it takes to complete repairs.

Your Safety

Performance:

- 99.2% gas safety checks
- 99.4% fire safety checks
- 100% asbestos safety checks
- 99.4% water safety checks
- Homes that don't meet the Decent Homes Standard – 0%

We've made significant changes to improve how we keep you safe in your home. These include regular surveys on repairs as well as investing in an improved system to manage our data. Your safety is a key priority for everyone at Hilldale and our aim is to work with you to ensure we can access your home to complete all safety tests on time.



Complaints

Performance:

Complaints relative to the size of the landlord

1. 61.3% Stage 1 complaints
2. 2% Stage 2 complaints

Complaints responded to within Complaint Handling Code timescales.

1. 95.6% Stage 1 complaints response time
2. 100% Stage 2 complaints response time



How satisfied or dissatisfied are you with your landlord's approach to complaints handling?

41.7% satisfaction

We encourage feedback and treat complaints as an opportunity to improve our services. Our aim is to respond to complaints in line with the Housing Ombudsman's timescales by training more of our team members to improve our response times. We aim to understand why more tenants told us they had raised a complaint, compared to the number we have investigated. We will run campaigns and focus groups to understand how we can improve our complaints handling service to you.

Your Home and Neighbourhood



How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?

75.4%
satisfaction

How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood?

51.5% satisfaction

Performance

Anti-social behaviour (ASB) cases relative to the size of the landlord.

1. 66.7% anti-social behaviour cases
2. 2.7% anti-social behaviour cases that involve hate crimes

How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?

75.4% satisfaction

Where tenants receive cleaning and gardening services from us, we'll come and ask you about these and how they can be improved. We've recently reviewed our anti-social behaviour policy and made changes to the way we manage incidents, including hate crime and domestic abuse. All ASB incidents are recorded in our system to ensure an effective investigation and handling process and we'll be launching a satisfaction survey to get your views about how we dealt with the incident you reported.





Improvement Plan

We've developed a plan to improve our services and your satisfaction with the services you receive over the next 12 months. This includes:

- > Increasing the opportunities for you to give us feedback.
- > Asking you how happy you are with us on more occasions and acting on what you tell us.
- > Improving our communication with you on key areas such as repairs
- > Raising awareness of how to make a complaint and the process we'll follow.



Complaints

We always want to get it right first time, but we know sometimes our service can fall short. We really value you telling us, so we can put things right and get better for the future.

From July 2023 to April this year we had:

- ✓ **59** complaints logged
- ✓ **38** complaints upheld
- ✓ **28** compliments

The main reasons for complaints were:

Time taken to complete repairs - keeping you up to date during the repair

Out of hours service - this is the company our repairs calls go to outside standard working hours

Your feedback is important



What we've done:

- > Changed the script for the out of hours team members and the way they escalate repairs, to make sure there's no delay
- > Made sure all care providers know to report repairs directly to the repairs team
- > Improved how we tell you about planned improvement work to your home
- > Started work to improve the updates we give you during the stages of a repair

We've also asked an external company to look at whether we're handling complaints and their outcomes in line with the Housing Ombudsman's code.

The great news is that we received a grade of 'substantial assurance' which means that we handle complaints how we should, and we take action.



Giving Back

We like to make sure we give back to our tenants, so on a sunny day in May, 12 staff members from Hilldale took part in a specially-organised event at Cross Keys, one of our schemes in Eccles, Salford.

A number of our team members left their day jobs and got to work armed with paint and brushes to brighten up the scheme's communal area for the tenants.

Andrew Oates, Hilldale's Head of Housing, said: "Every year we like to spend a couple of days giving something back by volunteering to enhance the buildings we manage.

"We chose Cross Keys after we got some requests to improve the communal corridors and landings to brighten them up for tenants.



The team did a great job and it's now a much cleaner and brighter building.



Settling in...

Henry moved into a Hilldale home in April 2023, which was a big change because he was moving to an area he'd never lived in before. Fast forward to 2024 and Henry is now happy and settled at Bay Tree House in Torquay.

He's made his house his home, proudly displaying his steam train collection, has a job at the British Heart Foundation charity shop and has started to work towards his maths GCSE through 'Eat That Frog', an alternative education centre set up through a café.

Henry is so happy with his home, his support and his job, he's keen to be involved with Hilldale and has joined our tenant voice panel, where he's giving feedback on our services and coming up with ways we can work together to communicate more with our tenants.



“

I enjoy taking walks along the seafront, getting fresh air and birdwatching. I even have a local pub now!



Tenant Stories

Moving on...

Craig came to Hilldale almost two years ago, wanting to be in a quieter area, with better options for him to get into further education. Craig's past meant he'd previously struggled with being accepted onto college courses.

Two years on and he's proudly living in his home, painting it to make it his own. After his move, Craig was accepted at college, gained his CSCS card and is now City and Guilds qualified in painting, decorating and building. Craig hasn't stopped there; though he's planning to start a qualification in plumbing and joinery in September, he needs less support and he's ready to move on.

“

I want to put my past behind me and work towards employment. I would also like to pass my driving test to open up more options for work. You really have to make the most of the support on offer.

Home Improvements

Last year we created a plan to spend money improving your homes.

Since then we have:



19

decorated 19 communal areas



7

Fitted 7 new kitchens



17

Laid 17 new floors and carpets



15

Fitted 15 new bathrooms



24

Installed 24 new boilers

Our plan will continue into next year and we'll let you know if your home is on the list for improvements and what this will mean for you.



Work to Reduce Energy Bills

We know the rise in energy costs has affected many people and that having an energy efficient home helps keep your gas and electricity bills lower.

You might already know that energy performance is measured from rating A (very efficient) to G (inefficient). At Hilldale, over 53% of our homes are C or above, which is the average in the UK.

In February, we completed some work to a property in Leicester that 13 of our tenants call home. By fitting solar panels, internal wall insulation, new electric heating and redecorating, we improved the rating from E to C.

The feedback the tenants gave us is now being used to make improvements for the future, including making sure we tell you how the work will impact you when it's carried out and setting up a process to make sure you're happy with the work.

We've started similar work on seven more properties, meaning another 60 tenants will benefit and over the next 12 months, we plan to carry out work to 25 schemes.

We'll be in touch if your home is included in next year's programme and we'll give you all the information you need.

Over 53% of our homes are rated C or above





Rechargeable Repairs

The cost of repairing homes makes up a large part of the amount of money we spend at Hilldale each year.

The rent and service charge you pay include costs for repairs that are due to what we call 'fair wear and tear'.

However, we also get requests for repairs that are caused by damage, which may be accidental - but some are also on purpose. Last year this cost Hilldale over £80,000.

A focus in the coming year will be to identify those repairs that should be rechargeable and charge the person responsible for the repair.

We are currently working on the process with tenants and care providers and we will give an update in next year's annual tenant report.

We've now set up a working group to look at:

- > A new repair reporting form
- > A list of common requests for repairs that you will have to pay for
- > A new system to record these charges



Your Rent and how we Spent it

Hilldale saw a surplus of £1.7m in the year, a big improvement from the deficit of £0.2m in the financial year to July 22.

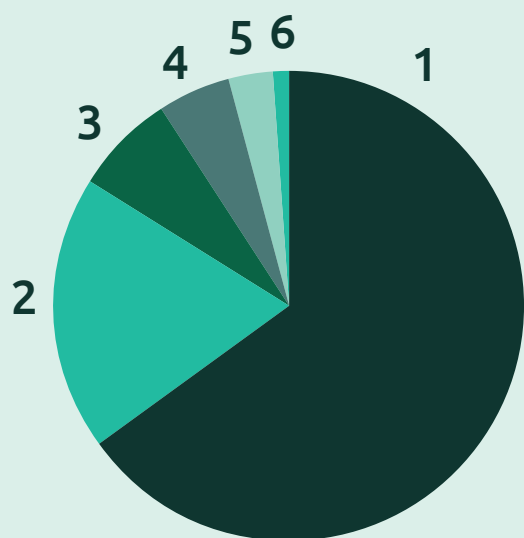
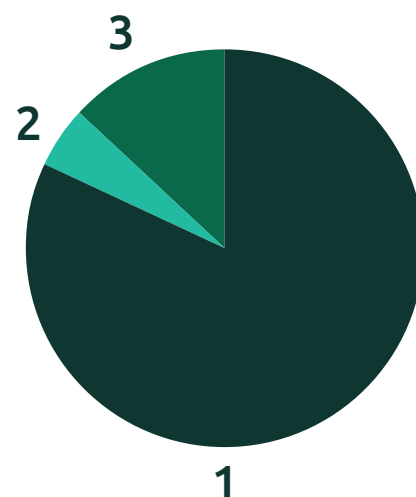
£1.7m
surplus

The team has worked hard to make more efficiencies, so that there are no longer losses and we returned to a surplus in the financial year that ended in July 2024. Our financial and operational performance is thoroughly inspected by our management team, our Board, The regulator of Social Housing, funders and our auditors.

Any surplus we make is used to then repair and maintain our homes and improve our services.

Where the money comes from

Income types	Actual 2022/23	Where the money comes from
1. Rents	£13.4m	82%
2. Service charges	£0.8m	5%
3. Income from other places	£2.2m	13%
Total	£16.4m	



Where each pound goes

Expenditure types	Actual 2022/23	Day to day operating and running cost
1. Lease rentals	£9.5m	65%
2. Management costs	£2.8m	19%
3. Reactive maintenance	£1.0m	7%
4. Service charge costs	£0.8m	5%
5. Planned maintenance	£0.4m	3%
6. Major works	£0.2m	1%
Total	£14.7m	

HILLDALE 
housing association



High quality homes for people who need additional support.

If you'd like more information about anything in this report, or you'd like to get involved with Hilldale, please get in touch.

Telephone:
01257 367374

General email:
hello@hilldale.org.uk

Repairs email:
repairs@hilldale.org.uk

More information:
hilldale.org.uk