

# Annual Tenant Report

2024/25 | [hilldale.org.uk](https://hilldale.org.uk)



Welcome

# Welcome

from our Managing Director

Hello and thank you  
for your interest in our  
Annual Tenant Report.



This year's report is even more special because it has been written with the help of our Tenant Voice Panel for the very first time.

The last 12 months have continued to be busy for the Hilldale Board and wider team members. In December, we recruited Elaine Sams to our Board, who also became the chair of our new Customer Committee and the board member responsible for complaints.

This committee's purpose is to make sure our services are not just shaped around our tenants' needs, but meet them too. The committee is supported by the Tenant Voice Panel and you can read more about it on page 14.

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**We've reviewed  
some of the basics  
of what we do and  
how we do it**

We've reviewed some of the basics of what we do and how we do it, and we're also continually listening to your feedback.

Over the last year, this has helped us make improvements, so our services continue to deliver what you need, including how we manage anti-social behaviour and safeguarding. There's more detail later in the report.

There's plenty more to come in the year ahead, so please keep talking to us and giving your views, thoughts and feedback on your home and services.

We hope you enjoy reading the report.

**James Place**





# 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 target
- > We are committed to strong leadership

**Hilldale is a member of Change Housing, which helps provide some of the services to our tenants and supports us in keeping you safe in your home and manage the business in the best way.**



Hilldale is also a member of the Specialist Supported Housing Network, which shares best practice and works together to improve services to all its tenants across the UK.

**Throughout 2024/25 we have:**

- Created measures to look at our performance and costs against each other's, so we can learn and make improvements
- Worked together and shared costs for legal advice on changes that the government has introduced

**In 2025/26 we will:**

- Explore how we can buy services which offer better value for money
- Look at new ways we can grow and provide long-lasting, energy efficient and greener homes



## Our Performance Highlights

With 1,121 homes at Hilldale, here's some of what we've achieved in the last year:



# 1,121

homes

## 85

anti-social behaviour cases reported



## 435

tenants completed a satisfaction survey



## 7,097

repairs logged

## 99%

of emergency 4-hour repairs attended on time

## £15.9m

of rent collected

## 98%

of emergency 24-hour repairs attended on time



## 94%

of routine repairs attended on time

## 36

complaints raised

We continue to spend money improving your homes and in the last year we have:



Decorated **11** communal areas

Fitted **52** new carpets

Fitted new flooring in **46** homes

Fitted **11** new bathrooms

Installed **32** new boilers

Fitted **5** new kitchens

# Tenant Satisfaction

Each year our regulator expects us to ask a number of our tenants a set of questions as a survey, to see how happy you are with your home and our services. These are called tenant satisfaction measures, or TSMs.

If you took part in a survey between December and March; thank you. A total of 435 people shared their views about what we do and the results of what you told us are below.

We're pleased to tell you we improved our score on 10 out of 12 of the questions. The two we didn't improve on are included in our improvement plan, which you can read about in the TSM report on our website.

<div>89.2%</div> <div>of people are satisfied with our services</div>	<div>82.4%</div> <div>are satisfied with our repairs service</div>	<div>80.3%</div> <div>are satisfied with the time taken to complete their most recent repair</div>
<div>87.3%</div> <div>are satisfied their home is well maintained</div>	<div>88.9%</div> <div>are happy their home is safe</div>	<div>84%</div> <div>are satisfied we listen to you and act</div>
<div>80.8%</div> <div>are satisfied we tell them about things that matter to you</div>	<div>90.3%</div> <div>believe they are treated with respect</div>	<div>66.4%</div> <div>of people that have complained were satisfied with the way it was handled</div>
<div>78.6%</div> <div>of people that have communal areas are happy they are kept clean and well looked after</div>	<div>64.7%</div> <div>are satisfied we make a positive contribution to their neighbourhood</div>	<div>79.7%</div> <div>are satisfied with how we handle anti-social behaviour</div>



There are also some measures that are based on numbers and information we hold at Hilldale. These are:

Complaints relative to the size of the landlord:

Stage 1 - **33.8**

Stage 2 - **1.9**

Complaints responded to within Complaint Handling Code timescales:

Stage 1 - **86.1%**

Stage 2 - **100%**

Anti-social behaviour cases relative to the size of the landlord - **93** and **0.9** of these were hate crime

**All** of our homes meet the Decent Homes Standard

We completed **99.2%** of non-emergency repairs within target timescale

We completed **99.6%** of emergency repairs within target timescale

We completed **100%** of:

- ✓ Gas safety checks
- ✓ Fire safety checks
- ✓ Asbestos safety checks
- ✓ Water safety checks
- ✓ Lift safety checks

You can read the full TSM and improvement plan report on our website at [www.hilldale.org.uk](http://www.hilldale.org.uk)



# Complaints

While we would always like to get things right, we understand sometimes things can go wrong and when this happens, we really want you to tell us, so we can learn and put things right.

When you tell us about a concern, we log it as a stage 1 complaint, which means we will fully investigate what's happened.

From April 2024 to the end of March 2025, we received **36** complaints; **34** of these were resolved at stage 1 and **two of these** were moved up to stage 2 complaints.

**32** of the complaints were about repairs and the rest were categorised as 'other'. Four were logged as 'other' as they raised several issues such as:

- Planned work and improvements to homes
- Compliance, such as gas servicing
- Soft services, such as window cleaning
- Adaptations to homes
- How we handle reports of anti-social behaviour





## For 21 of the complaints we received, we found our service had fallen short.

These are the improvements we've made as a result of what you've told us:

Trend identified	Improvement made
Our handling of anti-social behaviour cases needed to be strengthened with new processes and policy. This was identified from a complaint that was raised through all stages and then referred to the Housing Ombudsman.	Implemented a new ASB policy and processes and trained staff on these, focusing on a new victim-centred approach and partnership working. When cases are closed, where applicable, we send a satisfaction survey to understand how happy the tenant is with our handling of the case.
When raising repairs, the tenants' needs are not always considered. We have identified from several complaints, that the repairs team members do not know the needs of the tenant, to consider any adjustments to how the repair is raised.	Developed our housing management system to allow for tenants' needs to be pulled through to repairs orders, so this can be considered at the time of raising the repair. For example, where a tenant requires a hoist for a shower and their hot water is not working, they may not be able to use the alternative facilities, meaning we would need to consider timescales when raising this repair.
We identified from several of our complaints that repairs are delayed due to our external contractors not providing job reports efficiently allowing for next steps.	To improve the timeliness of our repairs service, we met with our contractors to reinforce expected response times and ensure adherence to our agreed service level agreements. This is closely monitored through key performance indicator reports weekly, any outstanding jobs are chased with the contractor and updates communicated with the tenant.
Communication and receiving updates on repairs raised is not as frequent as tenants would like. Tenants report they have to chase us for an update.	Reports are now run twice a week for outstanding jobs, to allow the repairs team to follow up actions and update tenants. At the time a repair is raised, tenants are advised of the lead time of the repair and asked for contact information to keep them updated.

If you have a concern you want to tell us about, please call us on 01257 367374, email us at [hello@hilldale.org.uk](mailto:hello@hilldale.org.uk) or send us a WhatsApp message to 07721 198090. You can also read the full complaints report on our website at [www.hilldale.org](http://www.hilldale.org)

# You Said, We Did

We know how important clean, safe, and well looked-after shared spaces are to you. That's why we asked for your views on the 'soft' services we provide, including cleaning, grounds maintenance and window cleaning.

Thank you to everyone who took part, as giving us your views helps shape the services you receive and ensures we focus on the things that matter most to you.

Here's what you told us - and what we've done about it.



## Window cleaning:

23 properties asked for changes to the window cleaning service. We've been able to improve the service at 12 of these so far, which means they will see an increase in window cleaning - and that your feedback has already made a difference to 52% of these homes.



## Gardening:

12 properties told us they wanted changes to gardening services. We've responded by making improvements at ten of those 12, which will see more visits for maintaining the grounds and keeping them to a high standard.

That's an 83% success rate.

## Communal cleaning:

Eight properties gave us feedback on how the cleaning service could be improved. We've acted on your comments and introduced a new cleaning service at five properties, achieving 62% of the requested improvements.

**We'll continue working on the remaining areas and will keep you updated on further progress. This is just one example of how vital your voice is in helping us shape the services that matter to you.**

## Repair Timescales

We know fixing repairs is one of the most important services we deliver as a landlord to our tenants and we want this to be the best service it can be for you.

While we'd love to be able to fix all repairs straight away, we simply can't and so we have a priority system in place, to make sure we fix the most serious issues first.

Here's an explanation of each repairs category, some examples of the type of repairs and the timescales.

Under the emergency timescales, our aim is to attend within four hours to either make safe with a follow-on job if further work is needed, which we aim to be completed under a priority repair of seven days, or complete the work on the initial visit if the repair can be resolved at that time.



### Emergency - four hours

It's an emergency repair if there's a danger to health, a risk to your safety or the safety of staff or serious damage to buildings.

Examples include:

- Serious flooding/leak
- Burst pipes
- No cold water
- No hot water
- No heating/power
- Blocked toilets
- Broken toilet (where there is only one toilet in your home)
- Temporary repairs to either storm or fire damage
- Repairs to door locks where there is only one entrance
- Making property secure
- Reporting damp and mould

### Urgent - 24 hours

Examples include:

- Electrical repairs that are not dangerous
- Repairs to the roof
- Repairs to taps
- Soil and waste pipes
- Internal water leaks
- Blocked gullies
- Door locks
- Repairs to white goods

### All other repairs – between seven and 28 days

This covers all other repairs and maintenance, except very minor repairs.





# Awaab's Law

You may have heard of Awaab's Law, which will come into force in October 2025.

It sets clear requirements for social landlords on how quickly they must respond to hazards that are reported to them, like damp and mould.

The new law will make safety and quality a priority for landlords and will also make it easier for you to understand your rights about repairs in your home and give you the tools to challenge us at Hilldale if you need to.

This is really important to us and we are currently working hard to make sure we meet the requirements of Awaab's Law when it is introduced.

Currently, we inspect damp and mould reports within seven days although since April 2025, we have been piloting carrying out this inspection within 24 hours.

We will keep monitoring how this is going over the coming months, so we can make sure we are ready to put this in place permanently when we need to.

We are also planning refresher training for staff, and we will update our social media accounts, to remind you what to do if you are concerned with anything in your home, including damp and mould.

# Get Involved

Everything we do at Hilldale is for our tenants; we simply wouldn't exist without you. That's why it's important to us that you have a voice and can be involved in how we deliver our services to you.



- Our website offers different ways you can contact us to discuss your home, from reporting a repair to telling us if something is not right. Have a look at [www.hilldale.org.uk](http://www.hilldale.org.uk)
- You can like our Facebook page and keep an eye on it to find out what's going on and even send us a message, at 'We are Hilldale Housing Association'
- If you've recently had a repair completed, you can tell us how we did by filling in any surveys sent to you
- If we've done something you like or want to compliment a staff member, you can drop us an email at [hello@hilldale.org.uk](mailto:hello@hilldale.org.uk)

## **If you want to play a more active role you can:**

- Join our Tenant Voice Panel. We meet every three months either online or in person for you to share your thoughts on making your home a better place
- Attend a feedback forum. These are held online every three months. Just let us know if you would like to be added to the list
- Talk with a housing officer or attend a house meeting

If you're interested in getting more involved, just get in touch with us by:

- Calling us on 01257 367374,
- Emailing us [hello@hilldale.org.uk](mailto:hello@hilldale.org.uk)
- Sending a WhatsApp message on 07721198090

**Have a look at our tenant involvement strategy on our website at [www.hilldale.org.uk](http://www.hilldale.org.uk)**

# Tenant Voice Panel

Our Tenant Voice Panel, which started in 2024, plays a huge role in ensuring tenants have a real say in shaping the services they receive. Its members work with us to design improvements together and ensure that what you tell us helps us make decisions across the organisation.

Henry, a tenant at Bay Tree, sums it all up nicely. He says: “I joined the panel because it gives others the chance to express their feelings about their tenancy and the company in general.”

**Let's hear more from some of the other people involved about their roles:**



“

***Meeting with the panel is one of the most rewarding parts of my role***

**Amy Kirk, Customer Engagement Manager and chair of the panel**

“I set up our Tenant Voice Panel to ensure tenants and advocates have a meaningful platform to share their experiences and influence the services we provide.

Meeting with the panel members is one of the most rewarding parts of my role. Their honest feedback offers invaluable insight into what it's really like to live in our homes and engage with our services.

“Their perspectives help shape decisions and drive improvements that benefit all tenants, making sure our work truly reflects their needs and has a positive impact across the wider community, and that's something I'm really proud of.”





**Terry,**  
father of a tenant

"I'm a parent of a tenant at one of Hilldale's properties. I became involved with the panel because of being in contact with a senior staff member at Hilldale who felt it could be mutually beneficial if I joined. That was almost two years ago and I have found the experience very beneficial.

"The meetings over Microsoft Teams are very open and well run and are not just a talking shop. I certainly find them very useful in hearing from the company, as well as tenants and advocates. It is also reassuring to know that Hilldale wants to hear from this latter group and, in my experience, does listen and act where possible on comments and ideas."

### **Nick, tenant at a Hilldale property in Gloucestershire**

"The reason I joined the panel group was because the lead member of staff asked me and I said yes! I think I can make a difference to the lives of the tenants by being on the panel.

"I am quite outgoing as I have two volunteer jobs and I try to make it to the meetings as much as possible.

"I think this will be good because I'll get to know the views of other Hilldale tenants in the UK and be able to support our local tenants."



**Ian,**  
father of a tenant

"I represent my son who lives with five other residents in a detached supported living chalet bungalow in Fair Oak, Hampshire. He moved from residential housing in December 2020 and I found the two types of housing difficult to understand initially. Joining the panel has given me the opportunity to understand the everyday issues that the housing association has to deal with in maintaining the properties and meeting all regulatory requirements.

"Being a member of the panel enables me to raise any concerns or bring to attention areas that could be improved and know that they will be responded to in a positive way. I also find hearing the experiences of other members on the panel helpful in considering improvements in my son's house. I would recommend joining the panel if you want to be involved."

**We're looking for more tenants to join our panel, so if you're interested, we would love to hear from you! You can:**

- Email us [hello@hilldale.org.uk](mailto:hello@hilldale.org.uk) or
- Send a text or WhatsApp message to 07721198090





# Working with you

## Rent Payments

At Hilldale, we believe in working with our tenants to stop you getting behind with your rent payments and making sure you can continue to live happily in your home.

Thanks to this approach, we're proud to report our lowest figure for rent we're owed in five years!

Our income and finance teams work closely with tenants, housing officers and local Housing Benefit departments to sort out any payment issues as quickly as possible.

We understand that delays can sometimes happen due to benefit cycles, so we monitor accounts carefully and step in as soon as we're aware of an issue.

Where debts start to build up, we focus on understanding each individual's circumstances and working out a way forward.

This includes offering flexible repayment plans, involving appointees or family members and holding regular review meetings to agree on the best next steps.

We also work to prevent debt before someone ends their tenancy with us, by talking to them early and offering advice and solutions. If someone leaves with a balance still owed, we still aim to be as fair and supportive as possible.

**If you're concerned about paying your rent, please don't worry or wait to get in touch. Just contact us by calling us on 01257 367374, or emailing us at [hello@hilldale.org.uk](mailto:hello@hilldale.org.uk)**

# Growing the Business

Within our current business strategy, we want Hilldale to grow, by adding 50 new homes each year.

We only want to consider properties that provide excellent accommodation for our tenants to call home, and that we can afford to run as a business.

Over the last six months in particular, we have continued to see the need to build more homes.

Since April this year, our board has approved eight new properties that will deliver up to 71 new homes.

This is an exciting time for Hilldale, as we'll be working with a number of new landlords and care providers to deliver our new homes.

Here are some examples:

## 2024

### **Haywra Street in Harrogate, North Yorkshire**

Made up of nine apartments that were partly refurbished and partly newly built.

With a great location, they are only around 100 metres from the town centre.

Care is provided by UBU, based in Harrogate, which is a new partnership for Hilldale.



### **Hilldale's Areas of Operation**

## 2025 / 2026

### **London Road in Macclesfield**

This new build, ten-bedroom property is due to be finished this year.

In a residential area, it's close to shops and other facilities and is a short distance to the town centre.

The care provider is SIS, a company we already work successfully with in a number of our homes.



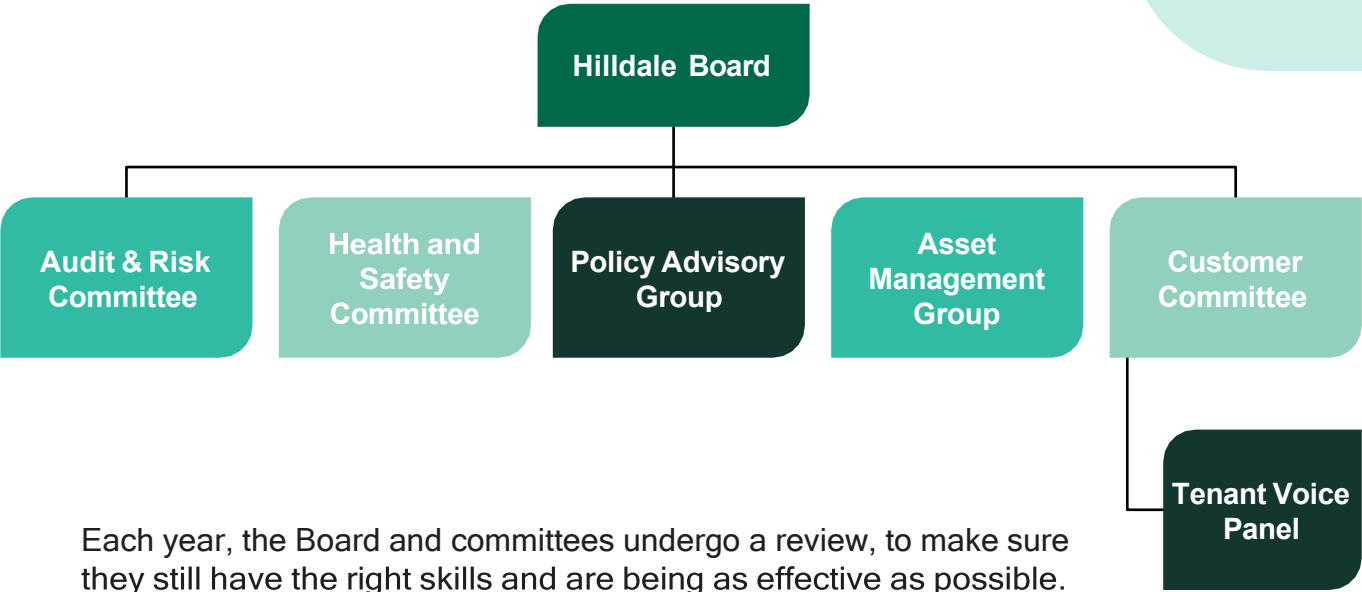
# Governance

The Hilldale Board is responsible for making sure there are rules, practices and processes in place to control and direct the senior leaders in the business. The board has six members, including our Managing Director James Place, and every member has specific expertise.

Our board members are:

- James Boyd** - Chair of the Board, specialising in finance and governance
- Arturo Gulla** – specialising in asset management, repairs and property investment
- Rosemary Bell** - specialising in housing services and customer satisfaction
- Stephen Tonge** - specialising in housing legislation
- Elaine Sams** - specialising in housing regulation, risk and auditing
- James Place** - Managing Director of Hilldale

The Board meets every two months to oversee what we do and ensure the leadership team is carrying out its responsibilities. The Board is also supported by a number of committees, which oversee different aspects of Hilldale. Here’s the structure:



Each year, the Board and committees undergo a review, to make sure they still have the right skills and are being as effective as possible.



# Equality, Diversity and Inclusion

Equality, diversity and inclusion (EDI) is about valuing everyone as an individual and is a vital part of what Hilldale is about and what we do.

Everything we do is designed to improve the wellbeing and quality of life of our tenants and communities and we want to ensure our tenants and colleagues can live and work in a welcoming, respectful and understanding environment.

We're committed to understanding the individual needs of our customers and we have strategies and plan in place to ensure we listen to you and collect the right information from you, so we can provide the right homes and services.

Actions we've completed so far include:

- > Launched the Tenant Voice Panel and feedback forum
- > Held our first official Customer Committee meeting, so tenants can examine how we're performing
- > Started working on collecting tenant data, to understand more about you and how we can communicate with you
- > Made sure we use this data to help us provide the best service when you report a repair
- > Completed annual care needs assessments to ensure our data is up to date
- > All colleagues and board members have completed EDI training
- > EDI has been added to the programme for new colleagues and board members
- > We've improved our website, including adding an EDI section



# Your Rent and how we Spent it

Hilldale made a surplus of £149k in 2024/25.

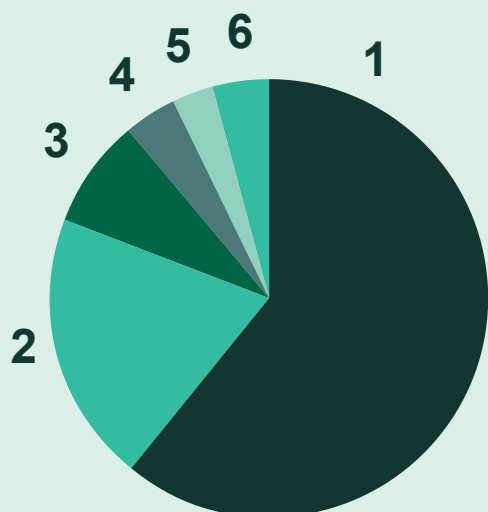
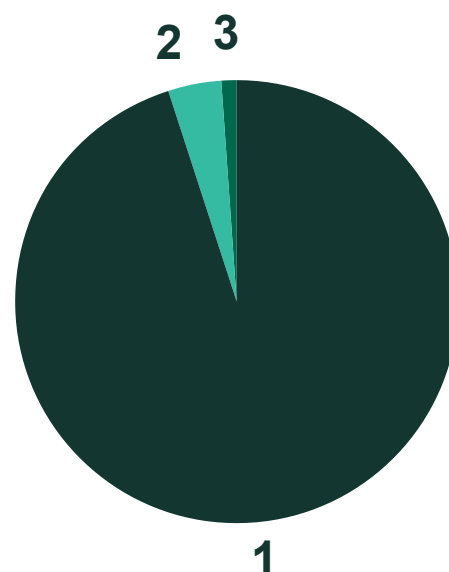
**£149k**  
surplus

The team has worked hard so Hilldale did not see the losses of previous years and that we continued to make a surplus, which we use to invest in your homes and services.



## Where the money comes from

Income types	Actual 2023/24	Where the money comes from
1. Rents	£15.9m	95%
2. Service charges	£0.7m	4%
3. Income from other places	£0.1m	1%
<b>Total</b>	<b>£16.7m</b>	



## Day to day operating and running cost

Expenditure types	Actual 2023/24	Day to day operating and running cost
1. Operating lease rentals	£10.2m	61%
2. Management costs	£3.3m	20%
3. Reactive maintenance	£1.3m	8%
4. Service charge costs	£0.7m	4%
5. Planned maintenance	£0.5m	3%
6. Major works	£0.6m	4%
<b>Total</b>	<b>£16.6m</b>	

# Value for Money

We really take care to make sure we spend your rent in the right places and we also continuously take value for money into account too, so we can put money back into improving your homes and services.

We have a value for money strategy which steers us in making better decisions, to make sure we save where we can and also work differently so we can save money in different ways.

**A total of £476,436  
was saved in 2023/24  
and since January  
2025, we've saved a  
total of £56,941**



# Our Future

In 2026, we will launch a new business strategy which will build on our current three-year plan.

Throughout autumn, we will ask you for your thoughts, to make sure your views are fully considered and taken into account.

Our focus will still be to provide high quality homes for people who need additional support and as we continue to grow the number of our homes, we will also make sure we still invest in existing homes and services.

We will carry on reviewing our services with our Tenant Voice Panel and Customer Committee, to make sure we are improving across all areas and give you more opportunities to be involved in the decisions that affect you.

We are a registered charity and provider of social homes, so we will also focus on making sure we provide good value for money to you and operate well as a business.

**Our focus  
will still be to  
provide high  
quality homes**





## 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, just get in touch.

Telephone:  
01257 367374

General email:  
[hello@hilldale.org.uk](mailto:hello@hilldale.org.uk)

Repairs email:  
[repairs@hilldale.org.uk](mailto:repairs@hilldale.org.uk)

More information:  
[hilldale.org.uk](http://hilldale.org.uk)