



Halo Housing Association

Annual Report **2019-20**

halohousing.co.uk

OUR VISION

“ BE A LEADING
COLLABORATION-
BASED SUPPORTED
HOUSING PROVIDER
FOR VULNERABLE
ADULTS IN THE UK. ”

Annual Report 2019-20



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An Introduction to Halo by Managing Director, **Asif Bax**

As Managing Director of Halo Housing Association, it gives me immense pleasure to present our Annual Report for 2019 - 20 on behalf of the Board of Management and our Team.

Halo continues to grow and this year we have taken on a Strategic Development Manager to assist us with our ambitious growth strategy. I am extremely proud of the teams' achievements and would like to thank our people, our partners and my fellow Board Members for their continued hard work and contributions to Halo's success.



Asif Bax

The People we help

We assist vulnerable people with support needs with homes and maintenance/housing services, we do not discriminate and we tailor our approach dependent on individual needs. Our team have a shared goal of improving our tenants' lives.

The Difference we make

We do not change the people we help – we empower them to live stable, safe, independent and fulfilled lives. We give them the support and the space they need to move forward with their lives, whatever challenges they face we are with them, and we take on those challenges together.

Our Mission

Halo's mission is to provide high quality housing for adults with learning, physical disabilities, mental health needs and / or a variety of other Supported Housing needs; in order to ensure that our tenants can live in a safe and supported environment.

Our Vision

Halo Housing Association's vision is to
"Be a leading collaboration-based Supported Housing Provider for vulnerable adults in the UK."

About Halo

Halo provides a comprehensive housing management service, including maintenance and routine repairs.



We believe our size is one of our major strengths; we are small enough to keep our services responsive and personal, yet big enough to be proactive, flexible, and to get things done. Our team are trained to a high standard and have extensive experience in social housing and are passionate about delivering service excellence.

Our enhanced service to Tenants includes assistance with applications for funding and support towards housing costs. In partnership with independent support providers, Halo supports our Tenants to maximise their skills, confidence, independence, and options; ensuring they receive a tailored service to meet their individual needs.

Core Values



Halo are driven to provide a **person-centred approach**



Halo are advocates of **collaborative working**



Halo are **Innovative Thinkers**



Halo are **totally transparent** in our choices and service delivery

Governance

Halo are governed by a Board of Management with co-regulation at its' heart with a key commitment to have a Tenant Board member representative alongside other members making all strategic decisions for the organisation.

Our Board sets the strategic direction of the organisation and have the skills and experience to lead the organisation forward. In 2019, Jeremy Wrigley was appointed as Chair of Halo Housing Association.

Chair of Halo's Board

Jeremy Wrigley – Chair

Jeremy has an extensive business background, initially training as a Chartered Accountant with KPMG in London. He then worked in banking in London as a financial controller for complex derivative products; initially with Security Pacific before moving to Merrill Lynch. In 1999 Jeremy became the Financial Director / Chief Operating Officer for a new hedge fund called European Credit Management (ECM); over the next 12 years he was responsible for building the infrastructure and controlling the operation of a business that grew from assets under management of EUR 155 million to EUR 24 billion.

After ECM was sold to Wells Fargo, Jeremy bought The Wood Norton Hotel in Evesham which was not trading at the time. He subsequently refurbished the hotel and built a team to run the hotel. The hotel was reopened in 2012 and has been successfully trading for the last eight years.

Jeremy would very much like to use his extensive knowledge of finance gained throughout his career to help Halo achieve its true potential. He sees the quality and drive of the team and feels the business has a great future.

"The most commonly used adjective in recent times is 'unprecedented' and whichever way you

look at it the past year has been anything but typical.

The last part of the business year was marked by the coronavirus outbreak and the need to adapt to safely delivering and maintaining services in the face of the pandemic.



I am immensely proud of the hard work put in by the whole of the Halo Team to maintain service delivery and ensure that our homes were kept safe, secure and warm for the enjoyment of our Tenants. Great effort went into ensure the safety of our residents, staff and contractors while continuing to grow our stock portfolio and working to support those facing hardship or isolation in these worrying times".

Tenant Board Member

Rachel Turner – Tenant Board Member

Rachel joined Halo's Board as a Tenant Board Member in December 2019. Rachel has Autism and has lived in one of our properties in Blackburn for just over four years, currently receiving support from a Personal Assistant who she has employed with the support of Personalising Freedom. This

appointment to the Board, gives a valuable insight into the experiences of our Tenants when engaging in our services.

Meet our Management Team

Asif Bax – Managing Director

Asif has been with Halo from its' infancy joining in December 2011. As Managing Director, Asif sets strategic direction and provides leadership and financial control for the Association. As an Executive Member of the Board of Management, Asif works closely with fellow Board Members to provide appropriate scrutiny to ensure that Halo are meeting their aims and objectives; and are financially sound. Asif leads on Halo's business development and his key role is to form and manage stakeholder relationships and develop the future growth of the Association.

Asif is a highly skilled Director with considerable experience in the Housing with Care sector, delivering services to adults with complex and challenging needs. His passion and altruistic approach is central to his belief that everyone deserves the right to live with dignity and choice enhancing their quality of life. This vision translates to the Halo team's person-centred approach. Asif demands the best from those around him, adopting an example-led approach to leadership and he has been synonymous with the success and growth of the organisation.

Ann Walton – Head of Operations

Ann joined Halo in March 2019. Ann brings a wealth of experience in Housing Management; having worked for a number of large North West based Social Housing Providers. In more recent years Ann has specialised in Income Management and Financial Inclusion she has also held a specialist Housing Allocations role. For many years Ann was employed as a Regional Manager providing generic housing management services to a range of Social Housing Providers including Stock Transfer Associations. Ann is a member of the Chartered Institute of Housing.

Reporting into Asif and the Board; Ann is responsible for leading Halo's Operations Team. In addition to overseeing the day to day operations of Halo's front-line service around Repairs & Maintenance, Compliance and Tenancy Management; Ann leads on Governance for Halo.



Meet our Management Team

Habiba Adams – Strategic Development Manager

Habiba is our newest member and joined Halo in 2019 as the Strategic Housing Development Manager. She has 15 years development, regeneration, and governance experience in the supported and social housing sector.

Habiba has worked for Places for People, the largest national registered provider, and local authorities. She has led on the delivery of large-scale mix tenure new build housing developments and regeneration that bring real and demonstrable benefit to people and local communities. She has also led on delivering a successful growth strategy for Places for People, through supported living acquisitions and new builds, ensuring high quality accommodation for vulnerable people. Habiba is a visionary strategic thinker with passion, enthusiasm, and the ability to get things done.

Reporting to Asif, Habiba is responsible for leading Halo Housing's new growth area for extra care housing and she will support Asif on business growth, securing new supported living projects. Habiba is currently working on an extra care housing project in Manchester, with the aim to deliver a high quality

70 apartment scheme. She has also brought new Care Partners to the table and secured some supported housing schemes with several projects in the pipeline.

Habiba has found working at Halo to be a welcome breath of fresh air! The ethos of the organisation is very customer focused and having worked in large organisations, it has been a great experience to work for a smaller organisation where it very much feels like being part of a family!



“ The ethos of the organisation is very customer focused and having worked in large organisations, it has been a great experience to work for a smaller organisation where it very much feels like being part of a family! ”

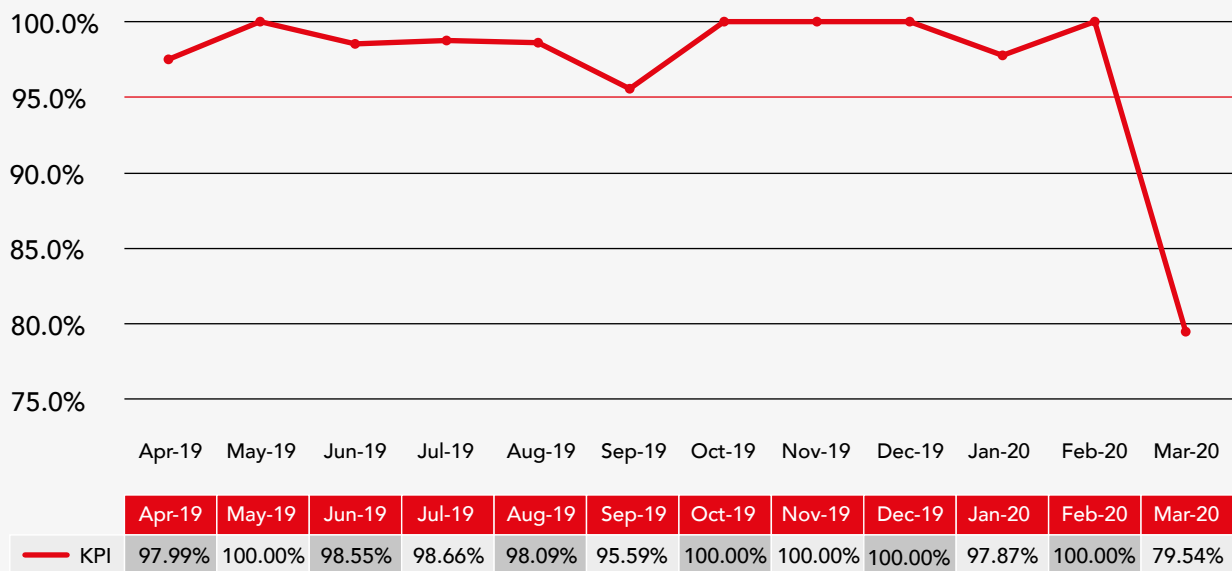
Habiba Adams

Performance

Our Tenants Safety and the Repairs service are the most important performance measures for our tenants so we have provided some comprehensive statistics on these matters.

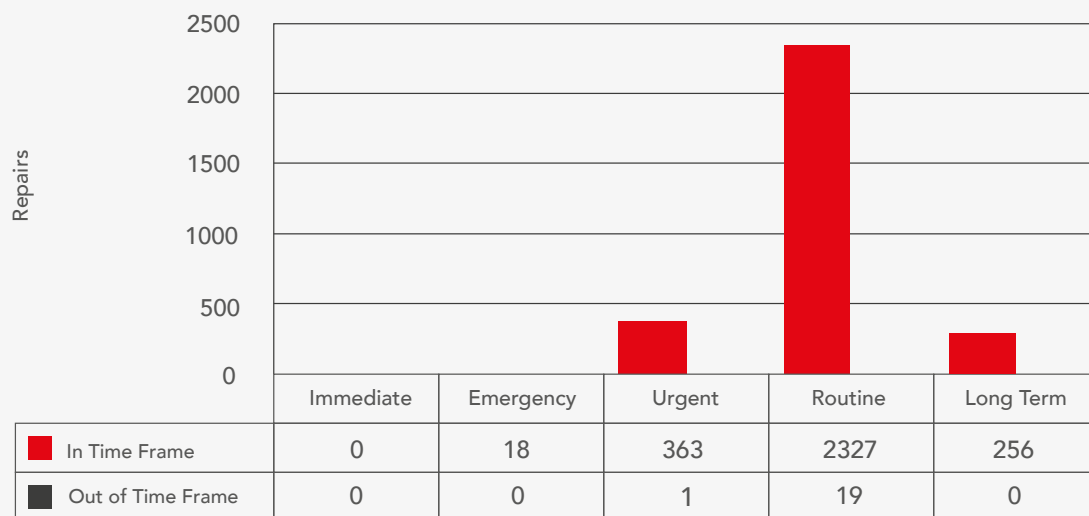
We have reported on these as follows for 2019-20

KPI (95%) - Maintenance Financial YTD 2019-2020

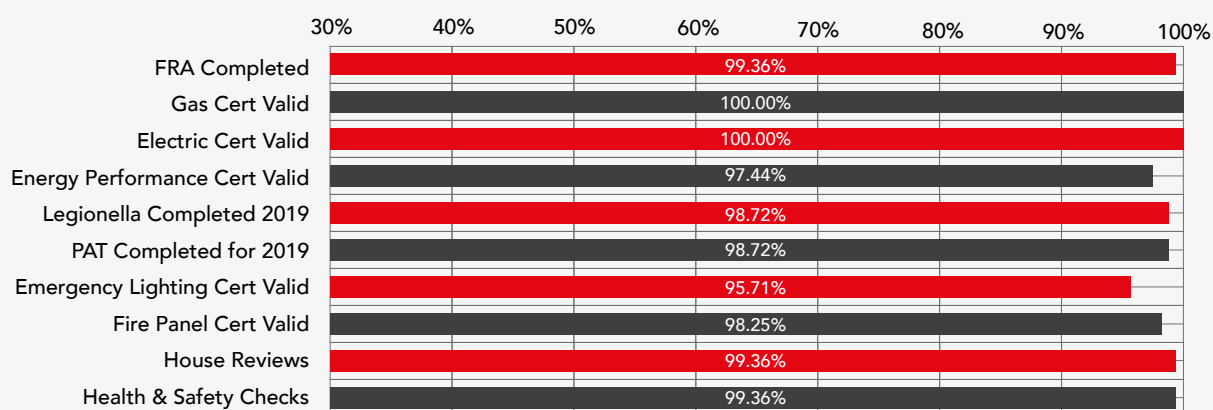


Repair performance was impacted significantly in March 2020 due to the onset of the Coronavirus Pandemic. From the announcement of lockdown on 23rd March 2020, Halo in line with Government advice only carried out Emergency Repairs. Emergency repairs were defined as repairs needed to keep properties safe, warm and with power.

Breakdown of Repairs Category Financial Year 2019-2020

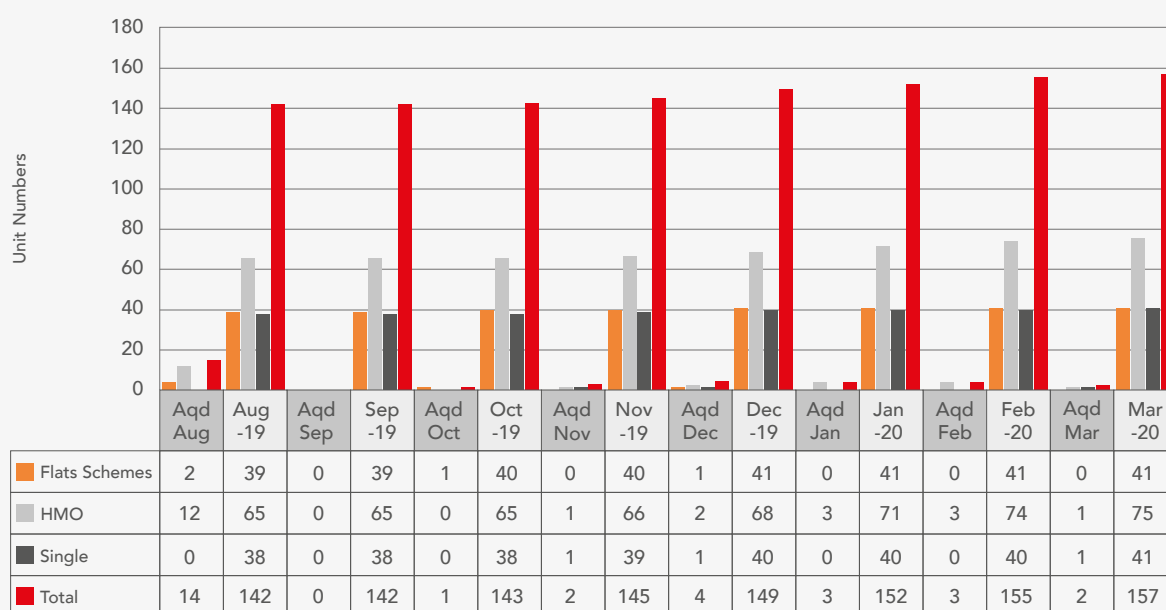


KPI 2 - Compliance Per Category (Financial YTD)



In line with the advice from the Regulator of Social Housing, Statutory safety checks continued for Gas, Fire, Asbestos, Electrical wiring, and Emergency lighting. Performance was impacted due to the requirements for some Tenants to either shield (as clinically vulnerable) or to self-isolate due to having the virus or displaying symptoms of the coronavirus.

Overall Stock - 31st March 2020



Tenant Satisfaction

Based on a 10% sample of all Tenancies, Tenant Satisfaction levels across a range of indicators are high.

	Not satisfied	Average	Satisfied	Sample	% Positive
Decoration	2		54	56	96
White Goods		2	54	56	100
Repairs	1		55	56	98
Property	1	3	52	56	98
Halo Service		1	55	56	100

Our year in review 2019-20

We have taken on some new homes, in our best year for new development as follows:

Month	Property	Location	Scheme	Client Group
April 19	Hale Road	Liverpool	5 Unit – FLAT	LD/MH
May 2019	Cambridge Close Burford Avenue	Walsall Birkenhead	3 Unit – HMO 1 Unit – SINGLE	LD/MH
June 19	Rising Bridge Road Egerton Park Willows Close	Haslingden Birkenhead Liverpool	6 Unit – FLAT 8 Unit – HMO 5 Unit – HMO	LD/MH
July 19	Willows Close Avondale Road	Liverpool Wolverhampton	5 Unit – HMO 4 Unit – FLAT	LD/MH Autism
August 19	Squares Wood Black Bull Lane North Barcombe Road Wellington Avenue Kem Mill Lane Kem Mill Lane Swansey Lane Yarrow Road Factory Lane Hawthorne Road	Chorley Preston Liverpool Liverpool Chorley Chorley Chorley Chorley Chorley Preston Liverpool	6 Unit – FLAT 4 Unit - HMO 3 Unit – HMO 3 Unit – HMO 4 Unit – HMO 3 Unit – HMO 4 Unit – HMO 4 Unit – HMO 4 Unit – HMO 5 Unit – HMO 7 Unit – FLAT	LD/MH
October 19	Oxton Road Brickfield Cottage	Birkenhead Southport	4 Unit – FLAT 3 Unit – HMO	LD/MH
September 19	Willows Close Kingsfield Road William Road	Liverpool Stoke On Trent Surrey	5 Unit – HMO 1 Unit – SINGLE 4 Unit - HMO	LD/MH
December 19	Kingsfield Road	Stoke On Trent	1 Unit – SINGLE	LD/MH
January 20	Old Hall Road Gledholt Road Rullerton Mews Egerton Park	Northwich Huddersfield Liverpool Birkenhead	2 Unit – HMO 6 Unit – HMO 7 Unit – FLAT 8 Unit – HMO	LD/MH
February 2020	Cedar Avenue Coulsdon Road	Huddersfield Surrey	8 Unit – HMO 6 Unit – HMO	LD/MH
March 2020	Brackenwood Bradda, Bog Height The Limes	Stone Darwen Leicester	1 Unit – SINGLE 2 Unit – HMO 4 Unit – FLAT	LD/MH
			142 Units	

Our Tenants, Our Homes

A Day in the Life of a Supported Living Officer

Salvo Arcangelo has worked for the organisation since March 2019, joining Halo as a Supported Living Officer having previously worked as an Area Manager for Lifeways. Salvo describes a typical day:

I love the variety of my job whether it in the office or out and about visiting our Tenants and their properties.

My days are mostly out on the road visiting properties, whether that be property reviews, New Tenant sign ups, compliances checks for example; PAT testing, Fire risk Assessment Action Plan checks, Exit Inspections, Repairs and Maintenance inspections and occasionally dealing with ASB complaints or Tenancy Enforcement problems.

I am always on the go. Before I visit a property, I always book ahead by at least 24 hours to ensure it is convenient for the Tenant and their Support Staff Team. I try whenever possible to plan my diary seven days in advance. Breaks between properties are spent catching up on emails and telephone calls making sure that I am providing a first-class service. I feel that communication is key to ensure Tenant and Partner satisfaction.

Whilst I am in the properties, I like to engage with our Tenants to see how they are getting along ensuring that our service is person centred. I also speak to the staff teams to make sure that there are no concerns with repairs and maintenance issues or Tenancy Management issues that need to be addressed.

One day when I phoned one of our locations in Southport to book in a visit, the tenant was low in mood and explained he was bored as his activity was cancelled. I promised when I visited that I would have a sparring session with him. On arrival to the property he was very excited waiting for me with his gloves and pads and his Champions boxing belt. He had also set up an obstacle course in his garden for our sparring session. I took the pads, and he took the gloves with the "Rocky" theme tune playing in the background we set about sparring and exercising. The tenant was so excited that he



could not stop talking about it for days afterwards! I even burnt off a few calories that afternoon!

My favourite part of my job is helping our tenants to achieve their goals whether that's gardening or sporting activities or merely giving them permission for a pet or decorating their room.

Compliance checks in our properties are key; I ensure our Care Providers are completing their safety checks for example checking smoke alarms, emergency lights, personal emergency evacuation plans etc.

From time to time, I attend Multi-Disciplinary Team (MDT) meetings with our Care Providers, Outreach Workers and Social Workers if we have any behavioural issues with our Tenants that need to be addressed.

I generally spend a day in the office catching up on emails and general correspondence and updating my Manager on what is going on in our properties. It is always nice to see my colleagues in the office as behind the scenes they help me achieve my job role.

Our Tenants, Our Homes



Annual Accounts

2019-20 Year to 31st March 2020

	General Needs Housing	Social Housing (inc Housing for older people)	Other	2020 Total
Income	£	£	£	£
Rent Receivable	-	4,103,371	363,242	4,466,613
Service Charge Income	-	357,822	-	357,822
Amortised Government Grants	-	-	-	-
Government Grants Taken to Income	-	-	-	-
Other Grants	-	-	-	-
Turnover From Social Housing lettings	-	4,461,193	363,242	4,824,435
Operating Expenditure				
Management	-	457,356	-	457,356
Rental Fees	-	3,323,543	-	3,323,543
Service Charge Costs	-	-	-	-
Routine Maintenance	-	201,602	-	201,602
Planned Maintenance	-	-	-	-
Major Repair Expenditure	-	-	-	-
Bad Debts	-	-	-	-
Depreciation of Housing Properties	-	-	-	-
Impairment of Housing Properties	-	-	-	-
Other Costs	-	419,976	-	419,976
Operating Expenditure on Social Housing Lettings	-	4,402,477	-	4,402,477
Operating Surplus / (deficit) on Social Housing Lettings	-	58,716	363,242	421,958
Void Losses	-	-	-	-

Our Scope, Our Services

Local Authority							
Barrow-In -Furness	2	Halton	1	Preston	32	Tameside	33
Blackburn	20	Hyndburn	10	Redditch	2	Tandridge	9
Bolton	15	Kirklees	13	Rochdale	12	Telford	12
Bury	2	Knowsley	55	Rossendale	8	Walsall	3
Birmingham	16	Lancaster	2	Sefton	42	West Lancashire	6
Bradford	5	Leeds	7	Sheffield	2	Wirral	32
Charnwood	4	Liverpool	54	South Ribble	3	Wyre	2
Cheshire East	13	Manchester	16	Stafford	4	Wigan	1
Cheshire West	23	Northumberland	14	Staffordshire Moorland	2	Wolverhampton	4
Chorley	52	Oldham	7	Stockport	11		





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