



Annual Report
2020-21

OUR VISION

“

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

”

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



"The last year has been one very much dominated by the Covid-19 outbreak, which of course had far reaching impacts throughout the country, and indeed the world. Against this backdrop, we have continued to deliver our essential services, ensuring the safety and wellbeing of our residents and employees. Our priority was to look after our residents, particularly those more vulnerable and our employees have continued to go the extra mile to ensure that happened.

We would like to thank residents, colleagues, contractors, and partners for everything that they have done to manage the impact of the pandemic in what has been a life-changing year for many. Patience and tenacity were essential during a year when we all had to make significant adjustments to the way we live, work and support each other.

We're immensely proud of what we achieved in such a time. We were able to get the infrastructure in place very quickly to have our Teams working at home, continuing to provide much needed support to our partner Care Providers and Tenants. We prioritised keeping residents safe, maintaining lead times on emergency repairs. We were also able to keep all emergency and health and safety services running throughout the many lockdowns we endured.

As we reflect in this Annual Report on the year that has passed, we are still living in uncertain times. What is certain is that we are still in challenging times, we have had to adapt our working practices to ensure we maintain the safety of our vulnerable Tenants. Halo have strengthened their Team in the last twelve months, and I know that they will all continue to work hard and focus on ensuring that we provide a high-quality supported housing service to all of our Tenants."

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 according to 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, 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

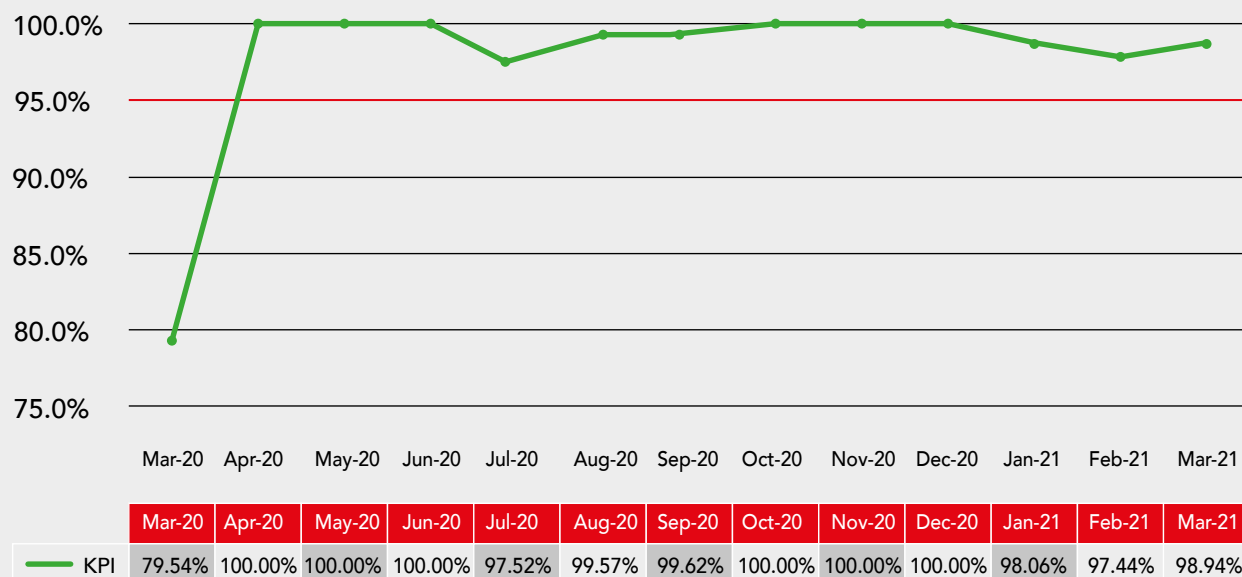
Halo are governed by a Board of Management with co-regulation at its' heart and a key commitment to have a Tenant Board member representative alongside other members making all strategic decisions for the organisation.

Our Board sets the strategic direction of the organisation and has the skills and experience to lead the organisation forward.

Performance

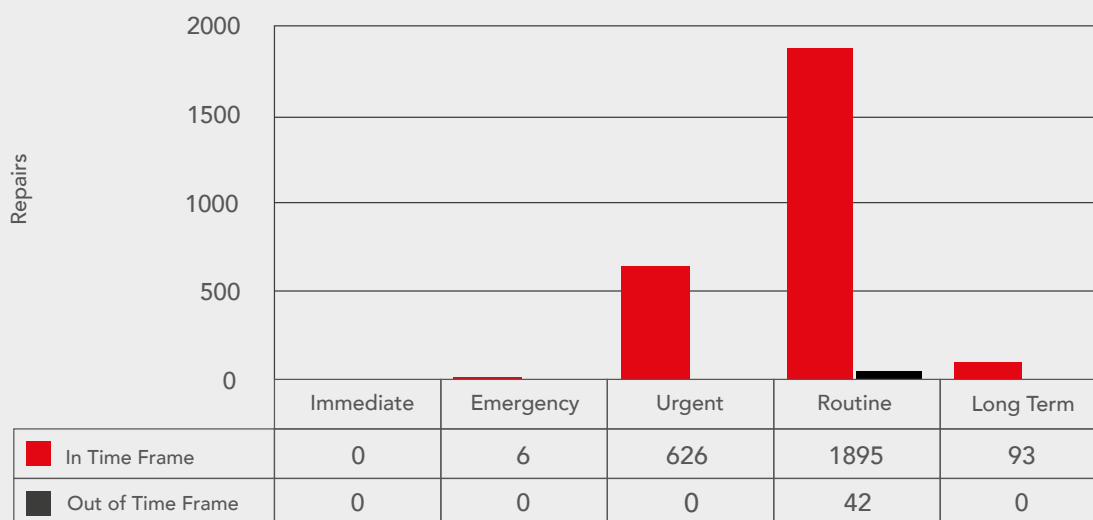
Our tenants' safety and the repairs service are the most important performance measures for our tenants. Below we have provided some comprehensive statistics. We have reported on these as follows for 2020-21.

KPI (96%) - Maintenance (Financial YTD 2020-2021)



Repair performance has been impacted significantly due to the Covid-19 pandemic. During the national lockdowns spanning from March 2020 to July 2020 and January 2021 to March 2021, only emergency repairs were carried out in properties (and included in these stats). Emergency repairs were defined as repairs needed to keep properties safe, warm, and with power - this followed government advice in order to protect our vulnerable tenants. Performance in March 2020 was particularly impacted, as routine repairs that were reported pre-lockdown couldn't be carried out once lockdown was announced and therefore went out of timeframe. As lockdown measures eased, an exercise was carried out to catch up on routine repairs and these were all completed within timeframes.

Breakdown of Repairs by Category (Financial YTD 2020-2021)

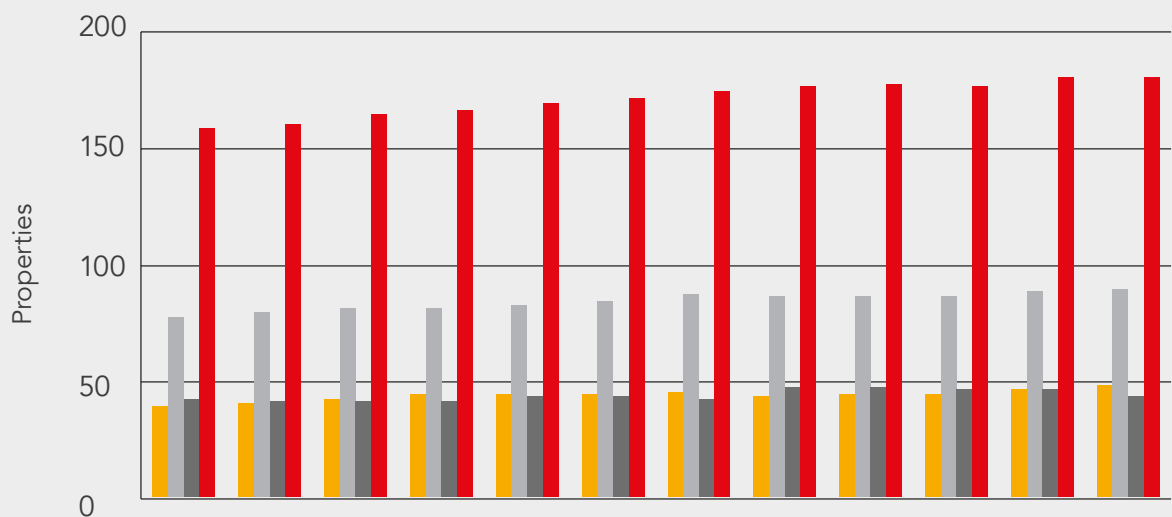


KPI - Compliance Per Category (Financial YTD 2020-2021)



In line with 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 some Tenants needing to shield (as clinically vulnerable) or to self-isolate due to having the virus or displaying symptoms.

Overall Stock (Financial YTD 2020-2021)



	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Flat Schemes	39	40	42	44	44	44	45	43	44	44	46	48
HMO	77	79	81	81	82	84	87	86	86	86	88	89
Single	42	41	41	41	43	43	42	47	47	46	46	43
TOTAL	158	160	164	166	169	171	174	176	177	176	180	180

Tenant Satisfaction

Based on a 12% sample of all Tenancies, Tenant Satisfaction levels across a range of indicators are high.

	Property	Decoration	White Goods	Repairs	Halo Service
Sample	74	74	68	73	73
Satisfied	58	42	44	39	49
Average	11	19	17	24	14
Not Satisfied	5	13	7	10	10
% Positive	93	82	90	86	86

Our year in review 2020-21

Month	Location	Scheme	Client Group
April 20	Rochdale Thurmaston Birmingham	3 Units – HMO 1 Unit – Single 16 Units - Flats	Autism/ LD
May 20			
June 20	Telford Accrington	1 Unit – Single 2 Units - HMO	LD/ PD
July 20	Liverpool Bury Rochdale	6 Units – Flats 2 Units – HMO 1 Unit - Single	LD LD/ PD
August 20	Winsford	2 Units - HMO	Autism/ LD/ PD
September 20	Morpeth	3 Units - HMO	LD
October 20	Crewe Oswaldtwistle Worcester	2 Units – HMO 2 Units – HMO 8 Units - Flat	LD
November 20	Liverpool	1 Unit - Single	Autism/ LD
December 20	Stockport	6 Units - Flat	Autism/ LD/ MH
January 21			
February 21	Liverpool Blackpool	7 Units – Flat 8 Units - Flat	Autism/ MH Autism
March 21	Sileby Rochdale Prenton Macclesfield	3 Units – HMO 5 Units – Flats 7 Units – Flats 9 Units - Flats	Autism/ LD/ PD Autism Autism/ LD/ MH/ PD
		95 Units	

Our Tenants, Our Homes



Liverpool



Huddersfield



Liverpool



Blackpool



Preston



Liverpool



Blackpool



Manchester



Accrington



Leeds

Annual Accounts

2020-21 Year to 31st March 2021

	General Needs Housing	Social Housing (inc Housing for older people)	Other	2021 Total
Income	£	£	£	£
Rent Receivable	-	5,096,273	360,965	5,457,237
Service Charge Income	-	443,154	-	443,154
Amortised Government Grants	-	6384	-	-
Government Grants Taken to Income	-	-	-	-
Other Grants	-	-	-	-
Turnover From Social Housing lettings	-	5,545,811	360,965	5,900,392
Operating Expenditure				
Management	-	503,442	-	503,442
Rental Fees	-	3,863,409	-	3,863,409
Service Charge Costs	-	-	-	-
Routine Maintenance	-	511,827	-	511,827
Planned Maintenance	-	-	-	-
Major Repair Expenditure	-	-	-	-
Bad Debts	-	73,437	-	73,437
Depreciation of Housing Properties	-	-	-	-
Impairment of Housing Properties	-	-	-	-
Other Costs	-	338,964	-	338,964
Operating Expenditure on Social Housing Lettings	-	5,291,079	-	5,291,079
Operating Surplus / (deficit) on Social Housing Lettings	-	254,732	360,965	615,697
Void Losses	-	-	-	-

Our Scope, Our Services

Number of services in each Local Authority

Birmingham	1
Blackburn with Darwen	8
Blackpool	10
Bolton	7
Bradford	1
Bury	1
Charnwood	2
Cheshire East	3
Cheshire West and Chester	7
Chorley	11
Halton	1
Hyndburn	7
Kirklees	2
Knowsley	10
Lancaster	2

Leeds	1
Leicester	1
Liverpool	17
Manchester	3
North Tyneside	1
Northumberland	4
Oldham	1
Preston	5
Redditch	1
Rochdale	9
Rossendale	3
Sefton	13
Sheffield	2
South Ribble	4
South Tyneside	2

Stafford	3
Staffordshire Moorlands	2
Stockport	2
Tameside	9
Tandridge	2
Telford and Wrekin	3
Walsall	1
West Lancashire	3
Wigan	1
Wirral	9
Wolverhampton	2
Worcester	1
Wyre	2



Our response to the COVID-19 Pandemic

The global COVID-19 pandemic has had an impact on everyone, including our vulnerable tenants, our team members, and the way we work.

How we have supported tenants:



We have continued to assist our vulnerable Tenants with support needs by taking a person-centred, flexible approach with our Repairs & Maintenance Service and our Housing Service. We have:

- Continued to deliver repairs through the pandemic, made safe by ensuring contractors wear PPE and have a negative COVID test.
- Continued with essential safety and compliance checks. We achieved 100% gas, electrical, emergency lighting, fire and asbestos compliance despite very challenging circumstances.
- Continued to carry out Quarterly Property Inspections to our properties via telephone or Microsoft Teams. We had as many 1:1 interactions as possible with all 555 of our tenants throughout the pandemic to ensure service continuity and provide reassurance.

This has enabled us to keep in close contact with Care Providers and deal with any issues and concerns that our Tenants may have. This has also enabled us to tackle isolation and loneliness.

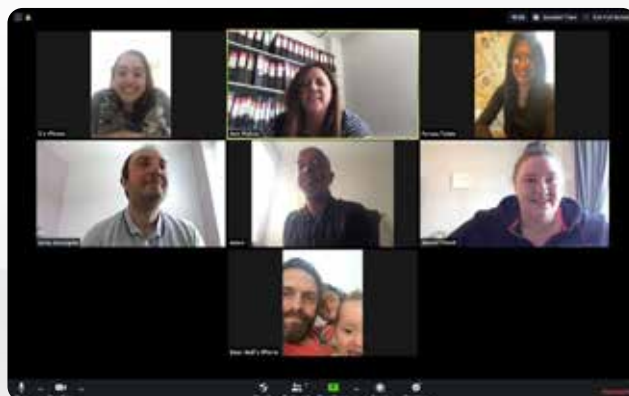
How we have supported staff:

Ensuring the health and safety of our employees has remained a top priority during the pandemic. We have done this by:

- Creating flexible working arrangements for staff. This included working from home as well as working from the office. Another office was put in use where staff were placed so that social distancing measures were observed. More vulnerable members of staff worked from home.
- Continuing team meetings via Zoom whilst home working, as well as participating in staff Zoom quizzes to boost morale.

As well as this, the Halo team:

- Took part in an initiative to tackle isolation and loneliness amongst the elderly. This included calling them up for a chat and to check if they needed anything doing as they were shielding.
- Worked in partnership with the Al-Imdaad Foundation to prepare food parcels for people hit worst by the effects of the pandemic.



A Spotlight on Development

Habiba is Halo's Strategic Development Manager and is responsible for securing and completing new supported living projects. Habiba's role involves the development of new schemes, which are tailored to meet the needs of tenants and delivered to the highest standard. She works closely alongside developers, architects, care providers, local authority commissioners, and contractors, ensuring that all new projects are delivered on time and to an excellent standard.

It has been a busy year for the development team and there are many exciting projects in the pipeline! Demand for supported housing is projected to increase significantly due to population increases of people with a learning disability and mental health problems and national policies that promote people moving out of or avoiding registered care to live in community-based housing. The development team will continue to work hard on meeting this need.

Below are some of our most recent projects:

The Banks, Leicester

The Banks is a former barber shop which we have converted into a house for people with learning disabilities. A high-quality cosy and characterful cottage, it oozes style! No stone was left unturned when this cottage was designed and refurbished, and social workers, carers and tenants were involved in the design stages.

Our standard is driven by one question, 'Would I want to live here?' and the answer can only be 'Yes!'. This project was delivered in partnership with Leicester Respite Services. The tenants moved in around 6 months ago and are really happy in their new home.



Incefield House, Wigan

A former pub converted into a specialist supported living scheme for people with mental health issues, Incefield House consists of 10 modern and stylish apartments. There is an onsite office, staff sleep room and communal gardens with ample parking. All the flats have been adapted to meet the need of our tenants, which includes the provision of level access showers and large spacious rooms. The building itself is over 150 years old and the team worked hard to preserve the buildings charm, while developing unique modern twists in its design.

This project has been delivered in partnership with Wigan Council and Community Integrated Care. It's been a long journey but 2 years later and the service is ready to open its doors. All tenants have already been identified and are very excited to move into their new home!



A Spotlight on Maintenance

Anthony is Halo's Maintenance Operative and has worked at Halo since September 2018. He has extensive experience in property maintenance, and prior to working with us has experience in drainage, hotel maintenance, on New Build Homes sites and is also a qualified bricklayer.

“ I work as Halo's Maintenance Operative. I tend to carry out more routine repairs and planned works, so my duties can include general day-to-day maintenance, fixing small plumbing issues, cleaning and remodelling community spaces, and carrying out repair assessments. I get my schedule a week in advance, so that we can give plenty of notice to the tenants and support staff at each property and make sure that visits are convenient.

One of my favourite things about my work is going out to properties and building up a rapport with the tenants and staff there. At one of our schemes in Liverpool we had a tenant who had trouble letting contractors in to his flat due to his anxiety and following bad experiences with repairs being carried out previously. After I'd been to the property a couple of times, chatted to him, and he saw me carry out repairs well in communal areas of the building, he was able to trust me enough to let me in to his flat. We have

a good relationship now, whenever I go round to that scheme he lets me in straightaway and we always have a good laugh in the process.

My job can keep me as local to the Halo office as Blackburn or travelling as far away as Knutsford or Morecambe. Some examples of smaller repairs I have carried out recently include fixing a tap in Chorley, cleaning out guttering in Blackburn, and unblocking a sink in Preston. It's great to see my work make our tenants happy, especially the bigger jobs that make a real difference. For example, I have just finished building a new back yard for 3 tenants who live near Blackburn. This included flagging part of the garden and building a ramp from the back door in order to allow wheelchair users access to enjoy their outside space. Adaptation works like this, where we have designed the garden specifically to accommodate for a tenant's mobility needs has a big impact on our tenants with additional or specific needs.

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