

# HAVEBURY HOUSING PARTNERSHIP ANNUAL REPORT 2019-20





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WELCOME TO  
RICHARD & AMY



# WELCOME FROM OUR NEW CHAIR, IAN MASHITER



I am pleased to make my first report as Chair – albeit in somewhat unusual circumstances due to Covid-19.

Havebury saw another strong year in 2019/2020, delivering more new homes than ever before. The launch of the myHavebury app

and investment in cloud-based technology has allowed our teams to support our tenants in meeting the challenges of the pandemic.

The year saw a number of changes to the Board and committees. Our chair Donald McKenzie retired last October, leaving a strong legacy on which we will continue to build.

Our Tenants' Forum and Performance and Scrutiny Panel continue to be an important part of our governance structure, helping us to work closely with tenants. The Tenants' Forum, alongside our Operations Committee, played a key role in the decision to limit rent increases for 2020/21 to the Consumer Prices Index plus 0.5 per cent. When I attend meetings of the forum and the panel, I am always heartened by the contribution made by all those involved.

Our governance and the wider business came under the microscope in mid-2019, as the Regulator for Social Housing conducted their In-Depth Assessment of Havebury. I am delighted to report that we have maintained

our governance and viability rating of G1V1, which is the highest possible.

We have made great progress through our 2018-22 Corporate Plan, and by March of this year our Chief Executive Andrew Smith was starting to lead us into formulating a new Corporate Plan, taking a wider look at the business. This included the balance between new and existing homes, how we best engage with tenants, where we focus new development, and our range of “products” – shared ownership, social rent, affordable rent, and market sale.

In the past year, we have completed 248 new homes – a new high for additional properties. Our target remains to deliver 1,352 new homes by the end of 2022/23 and we remain committed to playing our part in meeting the housing shortage.

Excellent customer service continues to be at the heart of what we do, and this year has seen pivotal changes overseen by the Operations Committee. These ensure that, wherever our customers live, they receive the same great service.

Alongside the launch of myHavebury, our Repairs and Tenancy services have responded to the challenges of a wider geographical operating area, with new service offers, scheduling technology and additional investment in key tenant-facing roles.

I am very pleased to see that our tenants still report their satisfaction with what we do, with 93 per cent of our customers satisfied with the overall offer in 2019/2020. Getting the basics right remains important; our repairs and income services remain high performing and we saw a marked improvement on voids

performance by the end of the year.

The health and safety of our tenants remained a high priority this year. This was highlighted at our Goodfellows development in Bury St Edmunds, where we worked with tenants to rehome them while vital works were carried out; evidence if needed that we continue to put tenant safety first.

2019/2020 once again saw strong investment in our existing stock, ensuring that we continue to provide decent, safe and affordable homes.

The final two weeks of the financial year saw a formal “lockdown” enforced from March 23. However, prior planning and implementing measures allowed us to carry on running the business and providing essential services, with virtually all staff working from home or in the field with appropriate precautions. Some vulnerable staff had to self-isolate.

We called some 1,200 tenants who are over 70 to arrange help if they needed it. Our excellent IT support was an important factor in allowing staff to work efficiently from home, and huge thanks are due to all the team who have shown great initiative, flexibility and commitment in maintaining essential services in the face of tremendous challenges.

We face an uncertain time as we continue to deal with Covid-19, but I believe we have a great team and a strong company to address the challenges ahead.

I would like to thank all our staff and tenants who give time and energy to the business, along with my fellow Directors for all their support, particularly since March 2020.



# OUR VALUE FOR MONEY STATEMENT



OUR 2019/20 EXECUTIVE TEAM: FROM LEFT, DIRECTOR OF RESOURCES MARIE MCCLEARY, CHIEF EXECUTIVE ANDREW SMITH, DIRECTOR OF OPERATIONS ANITA JONES AND DIRECTOR OF DEVELOPMENT SCOTT BAILEY

The Regulator for Social Housing's Value for Money Standard requires us to provide evidence annually to enable stakeholders to understand:

- performance against value for money targets and any metrics set out by the regulator
- how that performance compares to peers
- measurable plans to address any areas of under performance. This includes clearly stating where improvements would not be appropriate and the rationale for this

This report includes a summary of Havebury's Value for Money statement. For the full statement, please [click here](#).

We measure our value for money performance against the seven value for money metrics, plus a suite of our own measures of value set by our Board. For us, value for money is about maximising resources available to deliver our core strategic objectives and to benefit our tenants and the communities we serve.

Value is delivered through our effective:

- culture
- structure
- financial and business planning
- procurement
- performance management
- tenant scrutiny
- governance functions

Our development programme is set to increase available housing stock by around 20 per cent by 2023. Our core value for money objective is to achieve this without a proportionate increase to overheads. This organic growth will steadily reduce costs per unit, enhance our business health, benefit financial performance and increase capacity.

This annual report sets out Havebury's achievements and performance in 2019/20 in the context of delivering value for money against our strategic objectives of:

- Strengthening the business and our social impact by building more affordable homes
- Providing good quality, accessible services that meet customer needs
- Investing in homes and neighbourhoods to create places where people want to live
- Driving value through an efficient, sustainable and well-run business
- Investing in and valuing our people to continue to build a great organisation



# KEY FINANCIAL STATISTICS

	2019/20	2018/19
Turnover	£42,139k	£42,054k
Operating costs	£26,723k	£24,768k
Surplus	£12,227k	£13,100k
Social housing properties owned	6557	6398
Shared ownership properties owned	230	168





# WE HAVE STRENGTHENED THE BUSINESS AND OUR SOCIAL IMPACT BY BUILDING MORE AFFORDABLE HOMES

AMULET CLOSE,  
THETFORD

This year, Havebury completed the build of 244 properties under our Affordable Homes Programme 2015/21 and through the planning process. This is the highest number of annual completions to date.

We also started 141 builds, and so we remain on course to complete our current programme by 2023 as planned.

The properties completed this year were across 14 schemes, with 156 related to Section 106 acquisitions and 88 to grant-funded, land-led schemes. The homes comprise:

- 31 social rent one and two-bed flats
- 19 social rent one and two-bed houses/bungalows
- Four social rent four-bed houses

- Four affordable rent one-bed flats
- 96 affordable rent one and two-bed houses/bungalows
- 26 affordable rent three and four-bed houses/bungalows
- 28 shared ownership one and two-bed flats
- 24 shared ownership one and two-bed houses/bungalows
- 12 shared ownership three-bed houses/bungalows

Over the financial year, we sold 44 shared ownership properties, creating an income of £4m. We also identified and sold five properties which generated £860,000. In addition, we exceeded our target for acquiring homes through the planning process with a total of 135.

We also secured funding of £14m to build social rent homes, which was the first time since the 2008/11 National Affordable Housing Programme.



# OUR COMPLETED SHARED OWNERSHIP PROPERTIES

SWALE VIEW,  
THETFORD



WATER LANE,  
BARNARDISTON

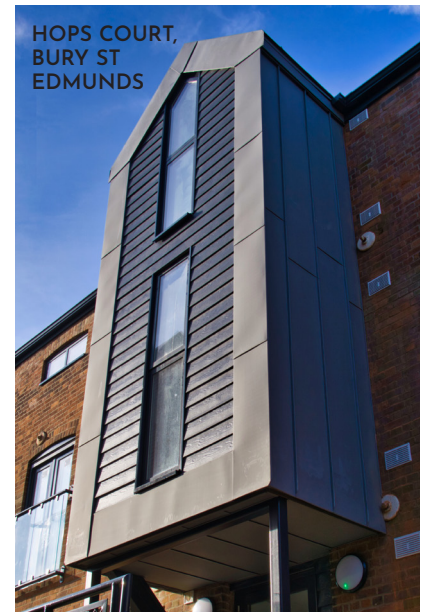
HALL LANE,  
ELMSWELL



DUNLIN DRIVE,  
WYMONDHAM



HOPS COURT,  
BURY ST  
EDMUNDS







# WE HAVE PROVIDED GOOD QUALITY, ACCESSIBLE SERVICES THAT MEET CUSTOMER NEEDS

One of the main changes introduced by Havebury in 2019/20 was agile working for our Tenancy and Estates, and Repairs services.

This was rolled out as part of our First Focus Project and used lessons learned from trials the previous year. Agile working enables staff, who predominantly undertake work in tenants' homes and on estates, to do so without the need to visit the office during the working day.

While our geographic area of operation and the numbers of our properties grew during 2019/20, increasing the workloads of our staff, agile working meant that they could use their time as effectively as possible. It also means that staff are more visible on our estates and are able to deal with issues more proactively than before.

Elsewhere, void performance improved significantly over the financial year, and we met our targets for average re-let time and void loss in February and March.

Over the 12 months, all our operational processes were reviewed, redesigned and analysed against our efficiency targets. This identified that over 16,000 hours in Repairs and over 3,000 hours in Tenancy and Estates could be saved once the redesigned processes were implemented. Some were introduced in 2019/20, with the remainder planned for 2020/21.

By being more cost-efficient and creating surplus pots of money in operational and

back office functions, we have been able to subsidise extra services such as Tayfen House, plus employment and welfare benefit support and funding for tenant-led improvement schemes.

Indeed, the facilities at Tayfen House and, in particular, the dormitory beds underwent significant structural improvement in 2019. The service also expanded to include a bed space for service users working with the 180 Probation Team.

This offers prolific offenders who have exhausted all other housing options a base from which to receive 'wrap around' support including work, training and mental health.

This year, Tayfen housed 117 homeless applicants, helping 28 of those to positively move on to suitable accommodation. Seven were supported into employment or work experience, and four into training or education.

In addition to those housed within the Tayfen service, Havebury has been working with West Suffolk Council on the local response to the Government-funded Rough Sleeper Initiative. An additional fourth bed was made available as a result during 2019/20.

Havebury also continues to work closely with Women's Aid to provide refuge space for women with complex vulnerabilities fleeing domestic abuse.





# "TAYFEN HOUSE CHANGED MY LIFE."

## HOW OUR BURY CENTRE GIVES HOMELESS PEOPLE A FUTURE



FROM LEFT, NICOLA AND STEPH AT TAYFEN HOUSE

Last winter, life seemed bleak indeed for James (*not his real name*). He was living in his car following a relationship breakdown, and was out of work as a forklift driver.

Understandably, his long-standing anxiety and depression had resurfaced, and he had tried to take his own life more than once.

Fast forward to summer 2020 and things have improved immeasurably for the 36-year-old, thanks to the shelter and support of Tayfen House in Bury St Edmunds.

He explained: "I found this place in November through the council, after I'd been living in my car for six months. Moving here was tough at first because my depression was quite bad.

"I'm a very tense and pensive person, and I didn't really know what Tayfen was or who would be here. But once I got in I realised it was really good; everything you need is here and I've made some friends."

James added that the one-on-one support he has received has been invaluable. He said: "The staff have all been brilliant, especially my support worker Emma. She's given me lots of help around my well-being and checks in on me once a week to make sure I'm all right."

When he is ready, the next step for James will be to relocate to one of Tayfen's properties in the community which he will share with other residents as the next step to independence. Ultimately, he hopes to secure his own home, and return to work.

He said: "Tayfen House has changed my life. I don't think I would be here without it."

Since September 1998, Tayfen House has been offering emergency and long-term accommodation for single homeless people aged between 18 and 65.

Emergency shelter comes in the form of two dormitory rooms where six people can be housed for up to 21 days at a time.

Meanwhile, there are 19 en-suite bedrooms for longer-term residents. They can stay for 18 months until they get back on their feet. In

addition, the service also manages 32 units of supported accommodation in the community. Funding comes from Suffolk County Council. Support Co-ordinator Nicola Boddey manages a team of three support workers. She explained: "When someone is referred to us, they are assigned a support worker whom they meet with once a week to address any issues they may have.

"These could be to do with debts, mental health, alcohol and drugs problems, housing. We sign-post the residents to the agencies that are best placed to help them, and work closely with these agencies."

The support workers are complimented by a team of project workers, led by Project Co-ordinator Steph Paterson.

She explained that the project workers are there on the ground to address any day-to-day issues that arise with the residents or the running of the building itself.

Nicola, who joined the team four years ago, said: "It is such a rewarding job. We had one guy in his late 30s come to us a few years ago.

"He did really well with his support worker and moved on to one of our HMOs (houses of multiple occupation).

"He also started a course to become an electrician. He's now in general needs housing and still sends me messages to let me know how he's doing. That's a really lovely feeling."

To find out more about Tayfen House, visit our website or speak to the team on 01284 725487.



# WE HAVE INVESTED IN OUR NEIGHBOURHOODS AND HOMES TO CREATE PLACES WHERE PEOPLE WANT TO LIVE

At Havebury, we remain committed to investing in our existing housing portfolio, in line with stock condition survey reports.

In fact, we spend an average of £1,062 on major repairs per property, which is a third greater than that of other housing providers.

In 2019/20, we externally insulated 28 properties, with a further 49 internally insulated and re-clad using Cedral cladding. This helps to upgrade the thermal and fire rating performance of the home.

A total of 162 installations of kitchens/bathrooms have been carried out this year, while 29 properties were rewired following the completion of electrical inspections.

New boilers and heating systems were fitted to 542 properties at a total cost of £1.6m. The focus for the year has been targeting those systems which were previously identified as being in a poor condition and have therefore required multiple visits by contractors.

In 2019/20, grants of £64,194 awarded by Havebury to community groups attracted almost £283k in match funding.

Projects included new toilet facilities at a village hall, community hub and church, a new heating/cooling system at a community centre, and a new kit for a children's football team.

Other activities saw improvements to a church building, the setting up of a pre-school facility, helping a bowls club to purchase their green, and the refurbishment of a resource centre.



THE CREATION OF NEW FACILITIES  
AT ST MARY'S CHURCH IN WEST STOW  
(ALSO PICTURED ABOVE AND RIGHT)



NORTON VILLAGE HALL,  
WHERE A NEW HEATING AND  
COOLING SYSTEM WAS INSTALLED







# £5,000 CASH BOOST FOR GATEHOUSE

AMANDA BLOOMFIELD AND ANDREW SMITH

Our Chief Executive Andrew Smith presented a cheque for £5,000 to Gatehouse in Bury St Edmunds to help the charity continue supporting residents through the Covid-19 pandemic.

The organisation, which is based in Bury St Edmunds, works with vulnerable people across East Anglia with services including a home store, foodbank and Living Well Later in Life initiative.

Andrew said: “We were delighted to be able to support the Gatehouse project with this donation. As a result of the pandemic, most of our staff have been home-working since March, delivering vital services and support to the most vulnerable. They are supported by our frontline teams, such as our repairs technicians or our team running our homeless hostel.”

“Our staff on the ground noticed that many households were beginning to struggle with the financial impact of the crisis, whether it’s a total loss of work or a reduction in income.”

He added: “Whilst we can help our tenants with income and welfare advice, we can’t do it all on our own. So working with other strong community organisations, such as Gatehouse, means that we can provide much-needed support together.”

Gatehouse Chief Executive Amanda Bloomfield said: “The money will be really helpful and will allow us to continue to provide vital services. We are also really thankful to the general public and local businesses for their generosity.”



# WE HAVE DRIVEN VALUE THROUGH AN EFFICIENT, SUSTAINABLE AND WELL-RUN BUSINESS



THE TEAM BEHIND MYHAVEBURY:  
FROM LEFT, ELLIE DARLING, PAUL ROWLEY,  
JANE DUFFY AND BEN PALMER

Following extensive development and testing, we launched the repairs and rents modules on myHavebury this year.

This allows customers to access services online to report repairs, make and amend repair appointments, check account balances, make payments and update their contact details.

The application has been successful in channelling customer contact away from less efficient methods, while it offers tenants 24/7 access to services.

In January, February and March, 591 (10%) of the total 5,682 repairs reported were done so via MyHavebury. 43% of card payments were made via the app.

Other activity in 2019/20 includes:

- The implementation of a new process for risk management in September 2019
- The introduction of new policies and procedures for agile working in October 2019.
- Work to support and improve the effectiveness of our housing management system CX in March 2020. To this end, we created a 'service desk' approach to monitor and capture staff feedback. Further upgrades and improvements have been scheduled





WE HAVE  
INVESTED IN  
AND VALUED  
OUR PEOPLE TO  
CONTINUE TO  
BUILD A GREAT  
ORGANISATION

As you will have seen from his welcome on page three, this year Ian Mashiter was appointed as our new Chair.

Ian has been on our Board since 2013, becoming Vice-Chair in 2016. He also served on the Audit and Risk Committee for two years, through which he is the Board's Health and Safety Champion.

Since May 2016, he has been the Chair of Havebury Homes Ltd.

A retired chartered surveyor, Ian's career included roles in companies such as Chartwell Land and Norwich Union, which is now known as Aviva.

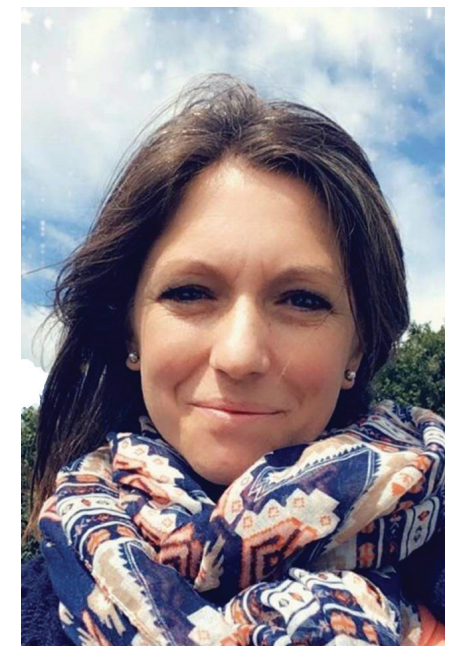
He said: "When I retired, I wanted to maintain some interests in the property industry.

"I enjoy working with the team at Havebury and I believe that my experience in development, financing and property management helps me contribute to the Board at Havebury.

"I would add that I was born into a council house in mid-Wales. As a result, I think it is important to maintain a strong and healthy social and affordable housing sector."

Meanwhile, two new Assistant Directors have joined the team.

Richard Oliver is our Assistant Director of Asset Management and Amy St Ledger has become Assistant Director of Customer Services (*both pictured right*). We wish Richard and Amy both well in their new roles.





# CONTACT US

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