

BACK TO BASICS

Our year
2022-2023



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Welcome

A message from our Chair and Chief Executive



Susan Kane
Chair



Zaiba Qureshi
Chief Executive

2022/23 was the first year of our 'Back to Basics' phase of our Corporate Plan and our first step in actioning our commitment to deliver improved services to our customers!

The external environment has continued to be challenging both locally and internationally. The war in Ukraine has continued, and the on going Israeli-Palestinian conflict adversely affected the price of fuel and other goods for us, our contractors, and our customers.

Inflation has remained high during the year resulting in an extended cost of living crisis, which we know continues to disproportionately impact women/our residents who are often single parents, on benefits or in lower paid jobs.

Over the year we have continued to progress the works required to remediate our Childers scheme to maintain it as a safe place to live within an affordable financial envelope.

Despite these challenges we have been able to progress with our planned improvements, investing in our existing properties to enhance resident safety and growing our support services.

We have also continued investment in our infrastructure moving to fully cloud based systems during the year which means that our teams can access various applications remotely. This should enable them to deal with enquiries and cases more effectively when they away from the office or at customers' homes.

In response to customer feedback, we were excited to launch our 'Customer First' strategy earlier this year which sets out our plan to place customers at the heart of what we do. One of our first actions was to establish a new Customer Service Team and streamline communications from customers into a single point of contact so that we can more effectively record and manage contacts with our residents.

In April we conducted our tenant satisfaction survey. This incorporated our Regulator's Tenant Satisfaction Measures for the first time. Whilst the results were not where we want them to be, they provided a good baseline to embark on our improvement journey.

We were delighted to secure funding from the Ministry of Justice for Reconnect+, our project combining shared accommodation and trauma informed support to women with complex needs on their release from prison. This project has been made possible through our long-term partnership with L&Q. We are already planning an extension to this project to support more women in London.

There are further challenges ahead - We welcome the Social Housing Regulator's new Consumer Standards which introduces new standards for landlords to provide safe homes and quality services and treat residents with respect - this echoes the sentiment of our Corporate Plan. We are also preparing for the enactment of Awaab's Law which supports tenants in receiving prompt action in response to damp and mould and other repairs. Our strategy for Support Services will also be finalised taking into consideration The Supported Housing (Regulatory Oversight) Act 2023 which aims to set national standards for all supported housing.

It was heartening to see the women across our support services come together with staff to celebrate Black History Month and International Women's Day. These events were well attended by women from a range of ages and cultural backgrounds sharing food, activities, and stories with each other. Events like this help both service users and staff to explore difference and diversity through raising mutual awareness.

Our people remain our most valuable asset and next year we will be launching our People Strategy which sets our plan to recruit and retain staff and support them with the tools they need to deliver great services. We were also proud to receive a Certificate of Achievement from Brunel University for providing valuable and rewarding internships.

We extend our grateful thanks to all our staff, volunteers, interns, and Board of Trustees who dedicate their time and efforts to achieving our mission. Our successes could not be achieved without you!

Our year in numbers

212



We supported 212 survivors with community-based support services

4552



We carried out 4552 of repairs in tenants' homes

219



219 families were supported to overcome the trauma of witnessing abuse

6333



6333 callers were supported by our telephone advice line

32



13 kitchens and 19 bathrooms were fitted to tenants' homes

815



The number of permanent homes provided to women and their families

141 referrals

We supported the co-ordination of 141 referrals for 'Sanctuary schemes', which aims to enable households at risk of domestic abuse to remain in their own homes and reduce repeat victimisation through the provision of enhanced security measures



80



Our domestic abuse refuges provided safe accommodation and support to 81 women

7



We delivered floating support to 7 men escaping abuse

283



We fitted 283 fire doors to improve the safety of tenants in their homes

Customer Service

Customer First Strategy

Our customers have clearly communicated their desires to us: they want to be listened to, empowered, and see enhancements in the services we deliver.

In response, we launched our Customer First Strategy in April, with the objective of placing our customers at the forefront of our operations. This has meant adopting a “Back to Basics” approach to communication and engagement with our customers over the next three years.

The development and implementation of our Customer First Strategy has been a fulfilling journey for us. For the first time, we have drawn together a comprehensive range of customer insights, which are enhancing our understanding of our customers’ needs. As we endeavour to realign our homes and services for women with our original mission, our goal is to progress from ‘good to great’.

Customer Service Standard!

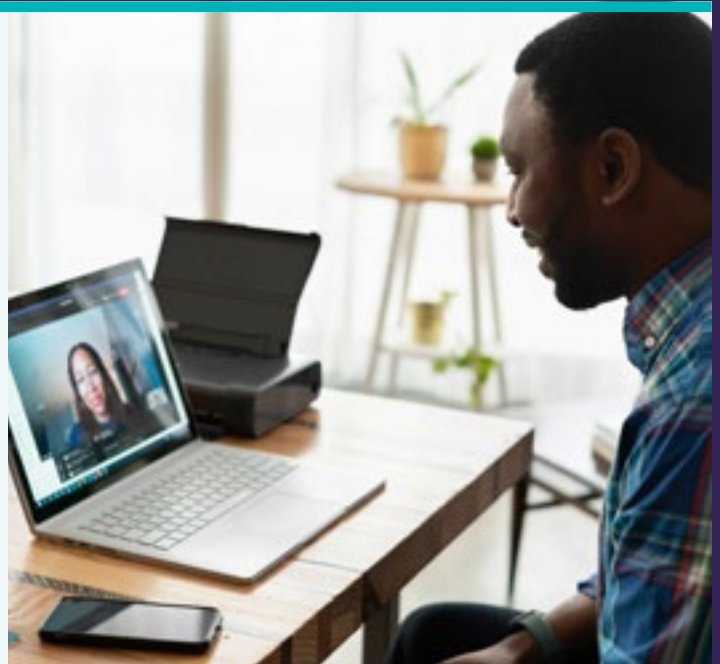
In March, we launched our single point of contact for customers to get directly in touch with our Customer Service Team. This way all contact with our residents can be logged centrally in our system (HomeMaster). This means there is now a clear record of all communication with our residents and their enquiries can be effectively managed by us.

The change is part of our new Customer Service Standard - a key step in our “Back to Basics” approach to improving customer satisfaction.

As part of our improvements, customers are able to make appointments to meet a member of our Housing Team at our offices. Tenants can also now call us to either arrange a face-to-face meeting at their home or a virtual meeting if they prefer.

Dominique Benjamin, our Customer Service Manager, said:

“ Our customers told us they would like better access to our services and staff. That’s why we have made these key changes to improve how our customers communicate with us. These changes will help us give our residents more support and better solutions to the issues that matter most to them.”



Our interns and students

We were delighted to receive a **Certificate of Achievement from Brunel University as an outstanding employer in 2023. This award recognises our commitment to providing valuable and rewarding internships.**

Each year, we ensure our interns have enjoyable experiences that align with the aims and ambitions of Brunel Summer Internship Programme (BSIP). They help us with various tasks, such as corporate research, accreditation planning, communication delivery, and fundraising support.

Additionally, we have supported student Social Work placements within our services for the past 15 years. These placements,

lasting 100 days, offer valuable workplace experience that contributes to their coursework. Some students have even joined our team after qualifying as Social Workers.



Tackling anti-social behaviour



Anti-social behaviour (ASB) can make life unpleasant and lead to an increase in serious crimes. It also causes residents to feel fearful in their estates and neighbourhoods.

Addressing ASB is time-consuming and often involves collaboration with agencies like the Police and Courts to secure legal outcomes.

Last year, our tenants reported **27** serious (Category One) cases of ASB to us, along with noise nuisance issues and aggressive behaviour. **17** of these cases were closed, with one tenant rehoused.

Ethel Fosu, Head of Housing, said:

“ We are committed to ensuring every resident feels safe and supported. By addressing anti-social behaviour, we aim to build inclusive communities where everyone can thrive.”

Our homes

Caring for our customers is central to our mission. Last year, our partners, MCP and Watret, effectively managed more than **4552** routine repairs, a notable rise from previous years. Our aim is to complete all routine repairs within **28** days, and on average, we achieved this within **23** days. Nevertheless, we are committed to further improving our repair services. Our priority is to accelerate repair times and improve first-time fixes to enhance customer satisfaction.

Resident safety

We've invested **£908,000** to improve fire safety in residents' homes. Additionally, we conducted **2,100** property compliance inspections and ensured all our homes have up-to-date Fire Risk Assessments.

Our aim is to have all our homes free from damp and mould. Last year, we launched an accelerated program of inspections and repairs, changed our call handling processes, and delivered a campaign to encourage residents to report damp and mould issues to us.



Managing our Estates

Following a retendering exercise in October, we awarded a 5-year contract to Just Ask Estate Services (Just Ask) to work with us to keep our estates clean and tidy for our residents.

Since then, Just Ask, who maintain housing estates across London, has diligently worked to clean and maintain communal areas around our residents' homes. As part of the new contract we can access Just Ask's systems to instantly review their performance and make improvements to their service as required.

Just Ask will soon conduct joint estate inspections with our residents to ensure their services meet contract standards.

Alyshia Watson, our Head of Property and Estate Services, said:

We recognise the need to  **rebuild trust with our customers regarding Estate Cleaning and Grounds Maintenance Services. Just Ask shares this understanding and is committed to working in partnership to create more inviting communal spaces across our estates."**



Customer feedback

Customer Satisfaction Survey

In April, we integrated the Regulator of Social Housing's Tenant Satisfaction Measures into our Customer Satisfaction Survey.

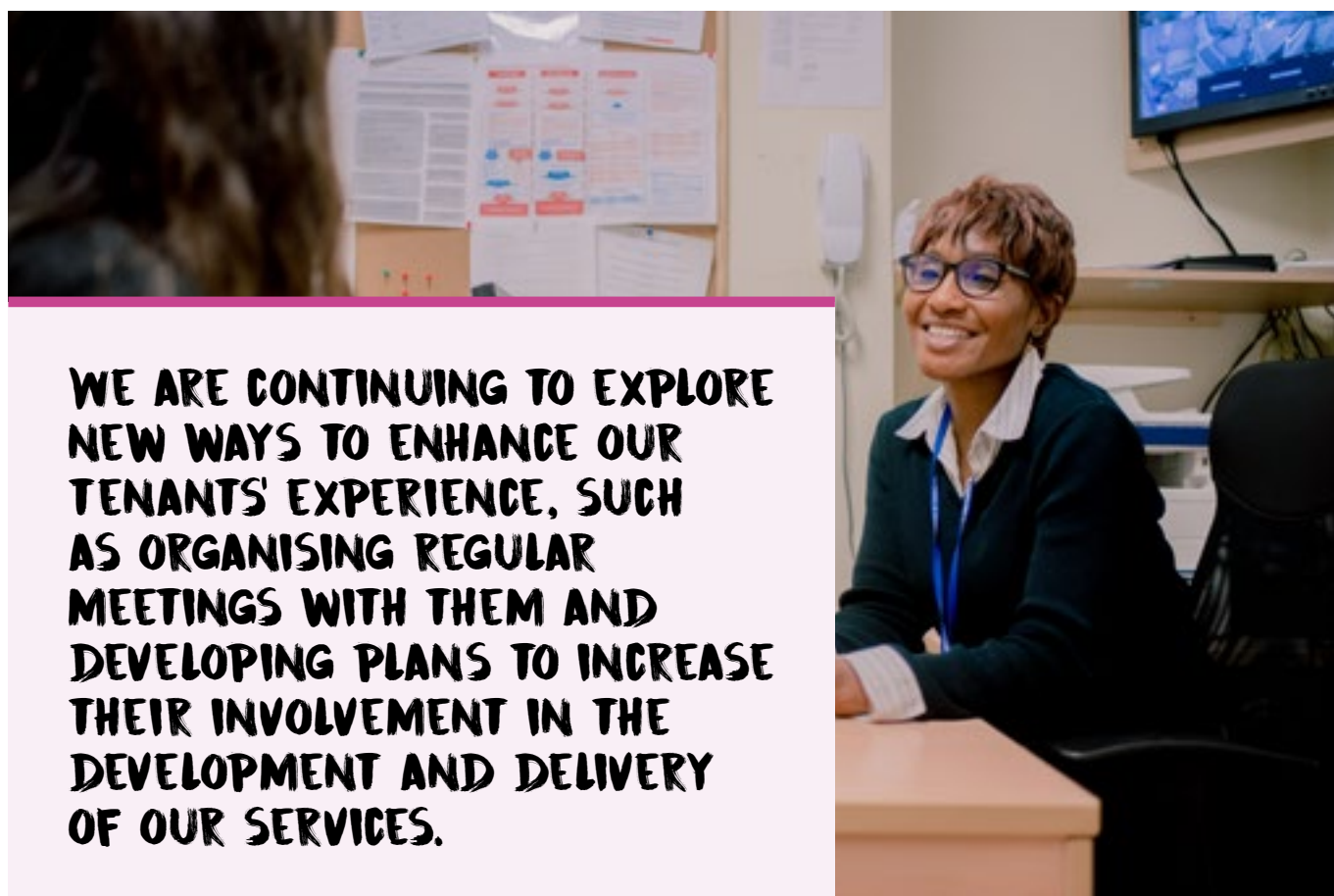
These measures covered various subjects such as:

- + tenants' satisfaction with our services
- + the maintenance of residents' homes
- + the safety of our buildings
- + the frequency of safety checks
- + our handling of complaints, among others.

To ensure we gained a full understanding of our tenants' views, we enlisted the help of Acuity, an independent research company, to conduct our survey twice a year.

Although our first survey results in April 2023 showed that we didn't meet our customer satisfaction target, they helped us establish a clear starting point and develop an improvement plan that we've been working on since then.

The survey is one of the ways we're committed to listening to our tenants and improving our services. We shared the results on our website and social media platforms, and we will use these insights to assess our progress by comparing them with the results of our second survey we conducted in October 2023.



Managing Complaints

Our goal is to ensure our customers have the best experience with us. However, sometimes things go wrong and when they do we need to use complaints to learn and improve.

149



This year, we received **149** complaints about our General Needs housing and repairs service.

67%



We responded to **67%** of these within our 10-day target, an improvement on last year's performance.

88%



We're happy that **88%** of these complaints were resolved at the first stage of investigation.

23%



While our complaints satisfaction rating was **23%** at the end of the year, our teams are working on making things better.

Actions we have taken in response to our residents' concerns and feedback:

- + **reduced** the number of days for responding to complaints
- + held **weekly complaints review** meetings
- + Introduced **case reviews** for escalated and complex complaints
- + developed a new policy on tackling **damp and mould**
- + established **clearer guidelines** on contractor management
- + launched a **Neighbourhood Improvement** Plan.

Next year, we will also be establishing a **customer panel** to oversee our complaints performance.

Ealing Domestic Violence and Abuse (DVA) Service

Our Ealing DVA service remains a crucial lifeline for survivors of domestic abuse.

This year, we secured additional funding to extend these services. Part of this included the launch of a One Stop Shop based at one of our community hubs. Working with other local agencies, including MIND and the police, our team provided information and advice about Domestic Abuse, mental health, and housing aimed at reaching more individuals seeking help.

Our refuges continue to offer a safe and therapeutic environment where women can discuss their experiences as they navigate their journey to recovery.

As well as individualised support, our teams provided various therapeutic activities at our refuges, including healthy eating, gardening, baking, and well-being sessions.

Additionally, we organised coffee mornings, during which women come together to share their experiences. Black History Month celebrations, and day trips to the seaside. Some families had never seen the sea!



Our teams have delivered several positive outcomes over the year including:

73

successful moves to independent accommodation



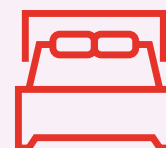
160

survivors accessing Floating Support services



46

providing refuge accommodation for 46 individuals.



These achievements evidence our commitment to Housing for Women's mission and aims.

We are grateful for the ongoing support from individual donors and the wider Ealing community, including: Chaiwalla, Wenzel's, Nando's, Stork Charity, Jack Morton Worldwide, Laura Forsyth from the Village trading store, KidsOut.org, and the Junior League.

New website

Our new Ealing DVA Website was launched in October. The site is a comprehensive and user-friendly tool designed to provide survivors living in the borough with information about domestic violence support available to them. It includes details on how to access our refuges and directs them to local services that can assist them.

Kizzy Anderson, Service Manager of DVA Ealing, said:

“ Our new website is an easy-to-use resource that offers people access to information and guidance about domestic abuse services. Our mission is to empower women, which includes helping them recognise the signs of abuse. We hope that our website will help more survivors to take that first crucial step to seek help.”



Celebrating International Women's Day

Women at our Ealing refuge and outreach services came together to celebrate women's empowerment and diversity as part of their International Women's Day festivities.

The event featured fun activities such as karaoke and manicures. Women also brought a variety of delicious sweet and savoury treats from different world cuisines to share their diverse cultural backgrounds.

Guest speakers from the NHS also joined us to discuss well-being, mental health coping mechanisms, and referral to counselling services available to women.

Kizzy Anderson, Service Manager of DVA Ealing, said:

“ There was plenty of laughter and fun, and everyone left with a smile. Our aim was to inspire and boost the confidence of women in our refuges and promote diversity and inclusion, and those accessing our outreach services. It was a fantastic day and a great success.”



International Women's Day

Greenwich Domestic Violence and Abuse (DVA) Service

Our refuges and floating support service continue to support women and their families on their journey of recovery.

Our service users accessed a range of education and individual training opportunities, as well as activities aimed at promoting social connections and inclusion, from exciting healthy cooking classes to indulgent pampering.

Our strong partnerships with other agencies, including Royal Borough of Greenwich and Her Centre, ensure that our clients receive the comprehensive support they need to thrive.

We are delighted that Page & Bloom, a local social enterprise, continue to support us with their flower making workshops. Women are shown how to make paper flowers and bouquets as a therapeutic activity. They can also go on to volunteer with the prospect of gaining paid employment.



We achieved some remarkable results over the year!

282

helping 282 individuals find independent accommodation



232

supporting 153 Floating Support Clients



166

installing Sanctuary Schemes to provide additional security at 141 homes



WE'RE GRATEFUL FOR THE SUPPORT OF OUR LOCAL COMMUNITY, INCLUDING SACRED HEART SCHOOL, FOR PROVIDING ESSENTIAL SUPPLIES TO WOMEN FLEEING DOMESTIC ABUSE.

Case study

Trudy's* journey towards healing and hope

Trudy lived with fear and uncertainty before seeking help from our service.

She had endured her husband's unpredictable mood swings and financial struggles, leaving her emotionally isolated and vulnerable. Her son's mimicry of his father's violent behaviour also added further distress to their fragile existence.

Recognising the urgency of her situation, Trudy sought refuge at our Greenwich DVA service.

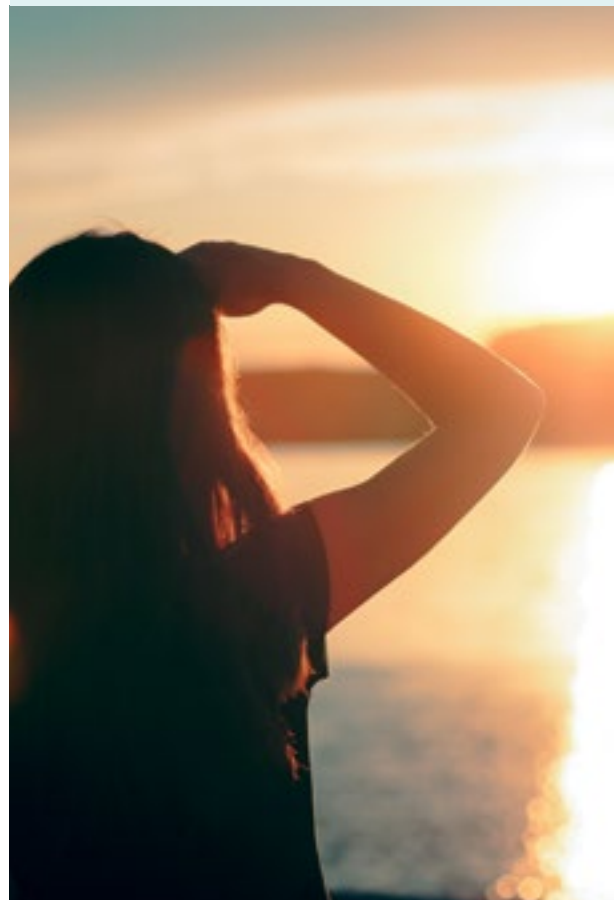
Through programmes of one-on-one support, Trudy and her son soon began to take positive steps forward on their recovery journey. She also took up English lessons to develop her skills and confidence in accessing new opportunities.

Trudy recognises that our team's support played a crucial role in her transformation, giving her a sense of inclusion and belonging in her community.

With newfound hope and determination, Trudy sees a bright future for her and her family. Her goal is to find a new home and to prioritise their happiness. Trudy encourages women facing similar situations to seek the specialist support that our services provide.

*Name changed for privacy.

WITH NEWFOUND HOPE AND DETERMINATION, TRUDY CAN NOW SEE A BRIGHT FUTURE FOR HERSELF AND HER FAMILY.



RECONNECT+

Our ReConnect+ project offers supported accommodation to women upon release from prison. This includes supporting women with a history of intersecting and 'complex' support needs, trauma, and abuse.

Our project combines shared accommodation and holistic, trauma informed support to help women bring about positive change in their lives, reduce substance misuse, improve emotional well-being, and prevent future re-offending.

By combining shared housing with comprehensive support services, our aim is to facilitate a positive change, enhance emotional well-being, and reduce the likelihood of re-offending.

Last September marked a significant milestone for us - **zero recalls** to prison.

This achievement speaks to the success of our co-production model and our partnership approach to this work. Everyone involved has collaborated to ensure a seamless transition to independent living for all the women supported during the year.

Throughout the year, we organised a variety of events to enrich the lives of our clients. International Women's Day featured an empowering workshop led by a Time2RISE speaker, equipping women with the knowledge and inspiration they need to thrive.

Massage and well-being mornings offered much-needed relaxation and self-care; a beauty day allowed residents to indulge in pampering, with one skilled resident—a qualified hairdresser—offering her services.

A visit to the Horniman Museum for the Windrush Front Room Exhibition provided a poignant tribute to Black History Month. Jewel-making sessions and visits to a comedy show brought joy and creativity to our residents during the year, fostering a strong sense of camaraderie within our small community.

Women in our ReConnect+ project also organised events to 'give back' to society. This included holding a coffee morning to raise funds for the Macmillan Charity.



Case study

Maria's* Story

Reconnect+ gave Maria a safe and positive space during a challenging time in her life. She had felt lost and isolated before accessing our support, but since then, she has gained confidence and a brighter outlook on life.

Maria initially faced challenges, including conflicts with other residents when she first came to us. With the support and assistance of our staff, she soon made positive steps in her personal and professional life, including taking up IT studies at college and exploring career opportunities with the homeless charity Thames Reach.

Although Maria is nervous about starting a new job, she is confidently working towards her goals and remains optimistic about settling back into the wider community. Maria is grateful for the positive impact Reconnect+ has had on her and her family, including helping her children gain access to university, employability programs, and therapy.

*Name changed for privacy.

MARIA SAYS THAT HER JOURNEY WITH RECONNECT+ HAS BEEN TRANSFORMATIVE, FILLED WITH HOPE AND PROMISE FOR THE FUTURE. SHE LOOKS FORWARD TO CONTINUING HER PROGRESS WITH THE ONGOING SUPPORT OF OUR RECONNECT+ TEAM.

16 Days of Activism against Gender-based Violence

Every day, we work with some of the most marginalised groups in the UK, including survivors of abuse, trafficked women and women leaving prison to gain independence.

This is why we supported 2023's 16 Days of Activism against Gender-based Violence campaign (25 November to 10 December). This is an international campaign to challenge violence against women and girls.

We did this by highlighting on our social media accounts the specialist services and partners we are proud to work with and whose values and goals match our own.

Our Ealing DVA services team also took part in a multi-agency event promoting services that support women and girls to overcome Gender-based violence.



Jill Maddison, Director of Supported Housing, said:

“ Violence against women and girls is still one of the most pervasive and prevalent human rights violations in the world. Globally, the United Nations estimates that 736 million women, that is almost one in three, have been subjected to physical and/or sexual violence.

Empowering women and challenging inequality are at the core of everything we do. We hope our social media campaign during 2023's 16 Days of Activism against Gender-based Violence event helped to spotlight women's issues, including the help and support available.”



We're now fully cloud-based!

Our IT team has worked hard to modernise our information and technology systems.

This includes moving essential IT resources to a Cloud-based system. This change has resulted in several improvements for our customers: Our teams are able to use mobile tools whilst they are out and about - this means they can spend more time out and about and are able to access systems to give updates and information to customers.

Our Team are also more accessible and building better relationships with customers and other stakeholders. We also completed our first cyber audit to ensure we have the best policies, procedures, and systems in place to keep the data we collect on our customers and stakeholders safe and secure as possible.

We also migrated our security software to Microsoft Defender and Endpoint Manager to protect our systems against computer viruses, hacks, and malware. By doing so, we improved our security score from **50% to 90%**. This improvement shows the security of our IT systems and data is paramount to our operations and the data that customers and other stakeholders share with us.

James Shore, Head of IT, said:

“ We have made lots of progress this year, and we now have a modern IT system to deliver the best possible service to customers and Housing for Women.”

Our trustees and senior team

Trustees

Susan Kane
Chair

Carli Harper-Penman
Vice-Chair

Troy Henshall
Chair - People & Customer Committee

Nicola Ewen
Chair - Audit & Risk Committee

Helen Webb
Christine Pointer (stood down March 2023)
Simon Basey
Caroline Davies
Abbi Agana (stood down March 2023)
Yvonne Akinmodun
Elaine Marshall

Chief Executive

Zaiba Qureshi

Senior Management

Susan Croft
Director of Finance & Resources and Deputy CE

Mandy Dunstan
Director of Operations

Jill Maddison
Director of Supported Housing

Our money

Income and Expenditure account for year ending 30 September 2023

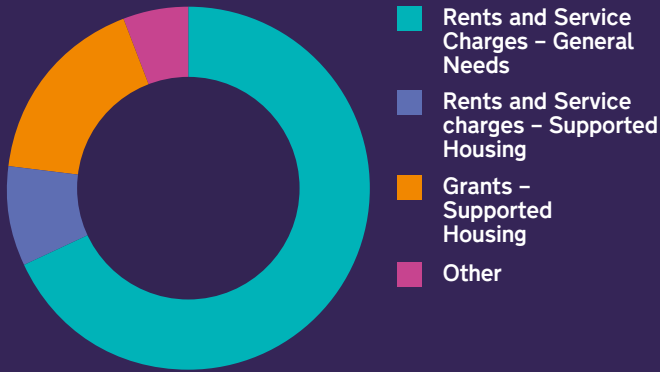
All figures in £000s	2021	2022	2023
Turnover	7,885	8,415	9,049
Operating costs	-7,857	-8,823	-10,464
	28	-408	-1,415
Interest receivable	23	20	124
Interest payable	-359	-718	-1,238
Surplus/Deficit on ordinary activities	-308	-1,105	-2,529

Balance sheet at 30 September 2023

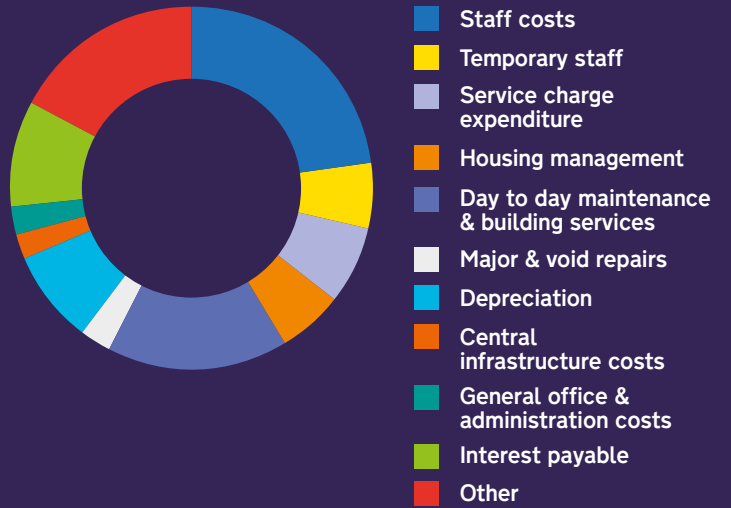
All figures in £000s	2021	2022	2023
Fixed assets	83,878	86,222	87,324
Grants	-	-	-
Depreciation	-14,537	-15,527	-16,339
Investment properties	870	1,250	1,250
Investments	5	5	5
	70,217	71,949	72,240
Current assets	4,623	11,916	5,398
Current liabilities	-3,114	-3,774	-2,956
	1,508	8,141	2,442
Net assets	71,725	80,091	74,682
Long terms loans/Deferred grants	57,777	67,884	-66,533
Reserves	13,949	12,207	8,149
Reserves and long-term financing	71,725	80,091	74,682

Our money

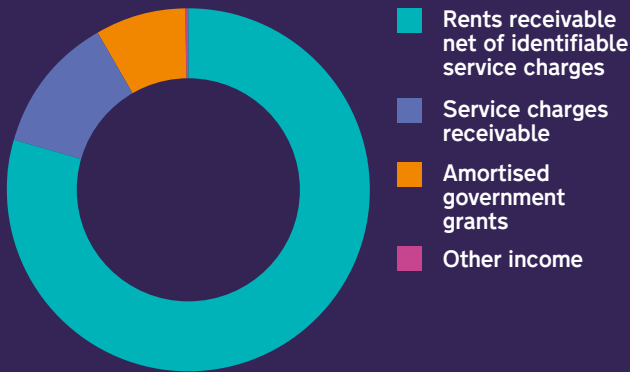
Total Income



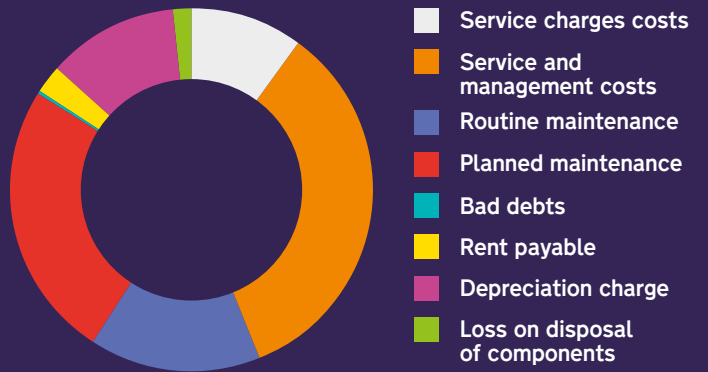
Total Expenditure



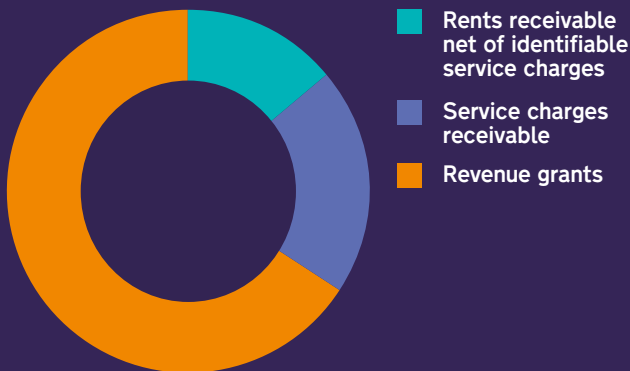
General needs Income



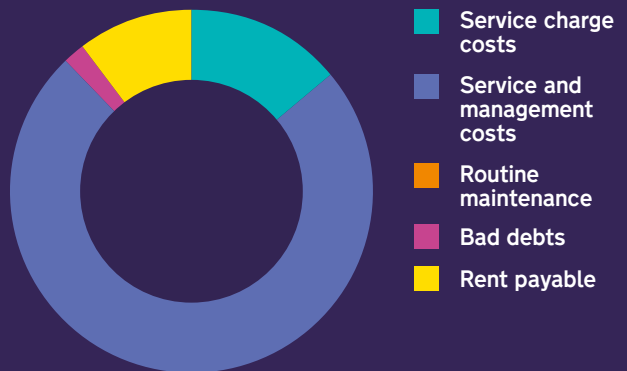
General needs Expenditure



Supported housing Income



Supported housing Expenditure



Our thanks

In 2022/23, we continued to diversify our income despite a challenging year. We are incredibly grateful to everyone who supports us, including our corporate sponsors, trusts and foundations and our individual donors. Without your generosity, none of our work would be possible to provide safer lives and positive futures for women and children.

Our funders this year include:



City Bridge Trust

The Mary Kinross Charitable Trust



Intuit QuickBooks



Comic Relief



The National Lottery Community Fund



Children in Need

Statutory bodies

MOPAC (Mayor's Office for Policing and Crime)

Ministry of Justice

DLUHC Department for Levelling Up Housing and Communities

Royal Borough of Greenwich

London Borough of Ealing

Thank you for your continued support during the year. To find out more about how you can support us, visit [hfw.org.uk](https://www.hfw.org.uk)

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