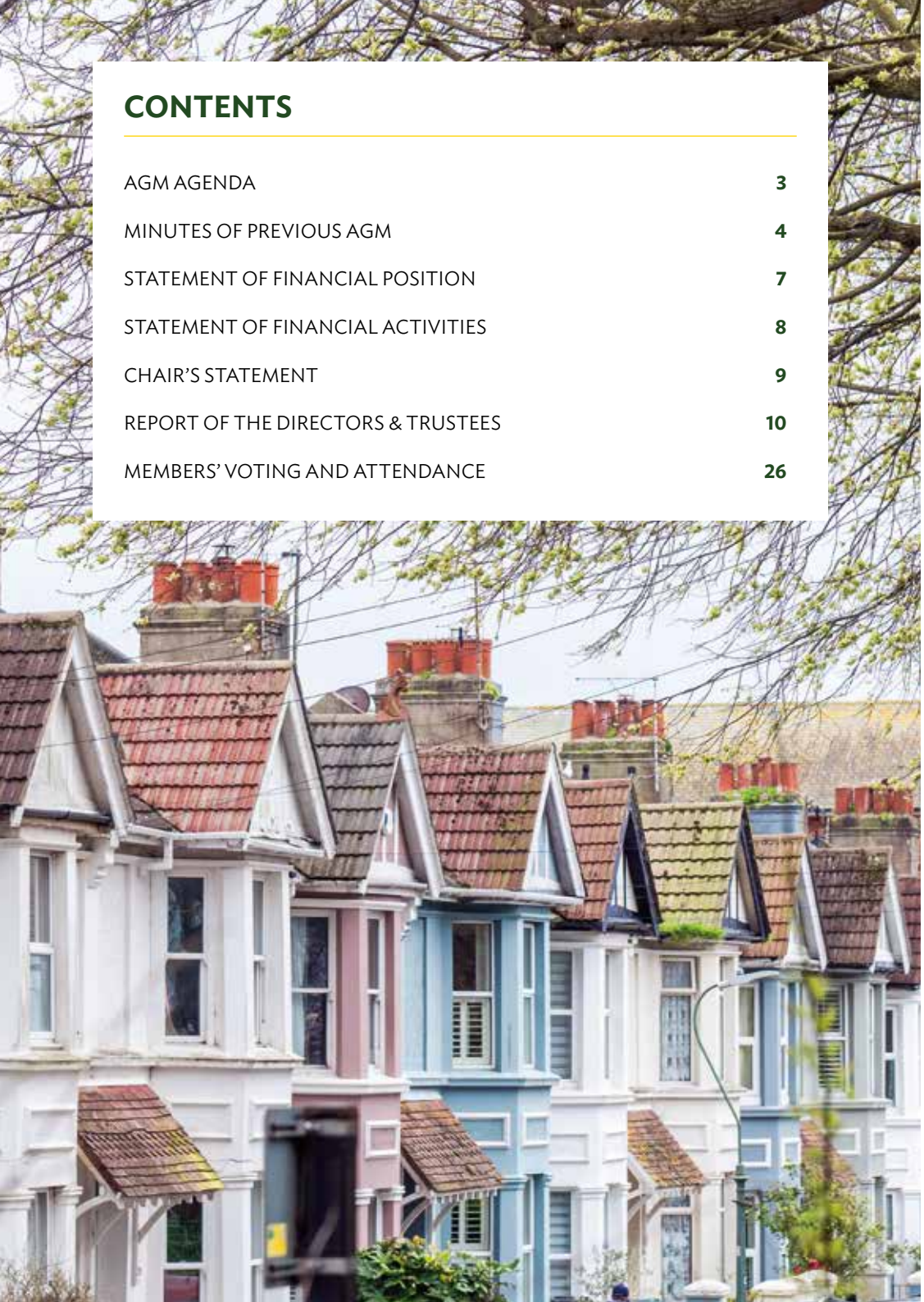
Zetetick
a unique Housing *charity*



SUMMARY FINANCIAL STATEMENTS

For the year ended 31st March 2024



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AGM AGENDA

This is the 17th Annual General Meeting of Zetetick Housing being held St Vincent's Centre, Carlisle Place, London SE1 4NF.

At 4.00pm

on 7th November 2024 to transact the following business.

1. **Minutes of the previous meeting**
   AGM Minutes of 9th November 2023 to be approved and accepted.

2. **Reports and accounts**
   To receive and approve the reports and accounts for the year ended 31st March 2024:
   - Audited accounts for year ending 31st March 2024 including auditors report
   - Report of directors and trustees from summary report

3. **Auditors**
   To grant the Audit, Risk and Finance Committee (ARFC) delegated authority to appoint the Auditors for year ending 31st March 2025.

4. **Auditors' remuneration**
   To grant the Audit, Risk and Finance Committee (ARFC) delegated authority to set the Auditors remuneration for year ending 31st March 2025.

5. **Charity Trustees, resignations and appointments**

   Current Trustees

Mr A. Chequers	– year 3 of first 3-year term as Trustee
Mr M. Hurst	– year 1 of second 3-year term as Chairman/Trustee
Ms N. Hussain	– year 3 of first 3-year term as Trustee
Ms C. Linden	– year 3 of first 3-year term as Trustee
Mr G. M. Scott	– year 1 of third 3-year term as Trustee
Ms D. Page	– year 1 of first 3-year term as Trustee
Ms N. Pakeeree	- year 1 of first 3-year term as Trustee

   Resignations

   Ms N. Pendleton.

   Appointments

   (TBC)

MINUTES OF AGM

held on the 9th November 2023

Trustees Present:

Martin Hurst (MH) chair
Gail Emerson (GE)
Ian Moore (IM)
Naomi Pendleton (NP)
Andy Chequers (AC)
Claudia Linden (CL)
Natasha Hussain (NH)
Gary Scott (GS)

Members Present:

Len Stevens (LS) (apologies)
Stuart Cakebread (SC)
Ray Wilkinson (RW) (apologies)
Roger Lomax (RL)

Executive:

Jonathan Spencer (JS)
– CEO
Judith Chambers (JC)
– Director of housing
Anne Mari Barker Davies (AMBD)
– Finance director
Suzie Van Der Westhuizen (SVDW)
– Head of Business Development
Abi Neill (AN)
– EA – Mins

Welcome from Chair and introductions

1. **Minutes of the previous meeting**
   Minutes of 4th November 2022 to be agreed and accepted.
   Agreed and approved.
   Thanks to GE for chairing last year in MH's absence

2. **Reports and accounts**
   To receive and approve the reports and accounts for the year ended 31st March 2023:

   Approval of the reports and accounts

   - Chairs summary: Purchase of the property is to continue to support housing people who would otherwise have too long in hospital
   - Local Authority funding is extremely tight – Croydon on 3rd bankruptcy.
   - Private rental market is very difficult at the moment.
   - New CEO this year.
   - ARFC has looked at the accounts and approves and recommends to the board. Collective thanks to AMBD and her team. A charity with this level of reserves is in a very good position. The surplus can be used for unexpected events.

   AGM approves report and accounts

3. **Auditors**
   To grant the Audit, Risk and Finance Committee (ARFC) delegated authority to appoint the Auditors for year ending 31st March 2024.
   - Knill James are in their 3rd year and we are comfortable to work with. Constructive help has been given. At some point it may be a good idea to test the waters and try other auditors. *Agreed to appoint for 2024.*

4. **Auditors' remuneration**
   To grant the Audit, Risk and Finance Committee (ARFC) delegated authority to set the Auditors remuneration for year ending 31st March 2024. *Agreed*

5. **Charity Trustees, resignations and appointments**
   Current Trustees
   Mr A Chequers – year 2 of first 3-year term as Trustee
   Mr M. Hurst – year 3 of first 3-year term as Chairman/Trustee
   Ms N. Hussain – year 2 of first 3-year term as Trustee
   Ms C. Linden – year 2 of first 3-year term as Trustee
   Ms N. Pendelton – year 3 of first 3-year term as Trustee
   Mr G. M. Scott – year 3 of second 3-year term as Trustee

   Resignations – Ms G. Emerson, Mr I. Moore, Ms L. Worral
   - L. Worral resigned last year.
   - IM – end of 5 years, and is stepping down.
   - GE end of 3 years, also stepping down.

   Comments:
   - IM and GE have done great job, and made a huge difference, thanks to them for all their hard work from all at the AGM.
   - GE comments it has been rewarding and interesting and that the quality of the information in the papers have improved.
   - IM ZHC are in a great position to continue on the fantastic work. I note the visits I have done with maintenance prove that there is care and love there between maintenance and tenants.
   - We are here because people need our services.

   Appointments
   - Ms D. Page – year 1 of first 3-year term as Trustee, to be recommended to board. DP introduces herself. She likes to know what motivates people and is interested in the values of Zetetick.
   - Introduction– Tash Pakeeree as an observer to then become a trustee. Previously worked in specialist housing and looking forward to giving something back.

6. Members proposed resolutions
Resolution of thanks to Gail Emerson and Ian Moore for their service as trustees, proposed by Martin Hurst, seconded by Gary Scott.

7. Any other business
Any matters raised under agenda item 7 cannot form part of the official business of the meeting and thus may not be proposed as formal motions. This item is included purely to afford members an opportunity for informal discussion.

Meeting ended 4:45pm

By order of the Board of charity trustees
Martin Hurst – Chair

Minutes to be approved at AGM
on 7th November 2024.

STATEMENT OF FINANCIAL POSITION

As at 31st March 2024

	2024		2023	
	£	£	£	£
Fixed assets				
Tangible assets		1,354,394		1,347,813
Current assets				
Debtors	400,135		360,576	
Investments	510,146		–	
Cash at bank and in hand	1,248,548		1,864,541	
	2,158,829		2,225,117	
Creditors: amounts falling due within one year	(135,037)		(407,213)	
Net current assets		2,023,792		1,817,904
Total assets less current liabilities		3,378,186		3,165,717
Provisions for liabilities		(86,040)		–
Net assets		**3,292,146**		**3,165,717**
The funds of the charitable company				
Restricted income funds		1,352,068		1,352,068
Unrestricted funds – general		1,663,255		1,572,120
Unrestricted funds – designated		276,823		241,529
		3,292,146		**3,165,717**

STATEMENT OF FINANCIAL ACTIVITIES

for the year ending 31st March 2024

	2024 Unrestricted funds general £	2024 Unrestricted funds designated £	2024 Restricted funds £	2024 Total £	2023 Total £
Income and endowments from:					
Donations and legacies	127	–	–	127	842,209
Charitable activities	4,422,902	–	–	4,422,902	4,339,642
Investments	35,545	–	–	35,545	7,484
Other income	18,225	61,501	–	79,726	15,600
Total income	**4,476,799**	**61,501**	**–**	**4,538,300**	**5,204,935**
Expenditure on:					
Charitable activities	4,365,542	46,329	–	4,411,871	4,255,979
Total expenditure	**4,365,542**	**46,329**	**–**	**4,411,871**	**4,255,979**
Net income	111,257	15,172	–	126,429	948,956
Transfer between funds	(20,122)	20,122	–	–	–
Net movement in funds	91,135	35,294	–	126,429	948,956
Reconciliation of funds:					
Fund balances at 1 April 2023	1,572,120	241,529	1,352,068	3,165,717	2,216,761
Fund balances at 31 March 2024	**1,663,255**	**276,823**	**1,352,068**	**3,292,146**	**3,165,717**

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

CHAIR'S STATEMENT

for the year ended 31st March 2024



I am very happy to present this annual report, which reflects the profound impact Zetetick Housing (ZHC) has continued to make in the lives of those we serve. Prior to finding refuge under our roofs, many of our tenants faced years of inadequate housing provision, which severely compromised their quality of life and placed undue strain on the NHS. We are tremendously proud of the stability and support we have been able to provide them, which in turn has offered many the opportunity to remain within their communities, rather than endure the revolving doors of hospital care.

A significant milestone was achieved in May 2022 when we expanded our portfolio with the purchase of a second property, made possible through NHS capital grants. These acquisitions have inspired us to begin to buy our own houses and we have two more at the point of completion. Buying property underscores our adaptability in meeting the housing needs of our tenants through ownership, alongside intensive housing management.

We have also improved the quality of our core information, (while noting that this remains the core responsibility of our care partners) have embedded safeguarding more fully throughout our work, and have started to deliver improvements in our environmental footprint.

We continue to enjoy healthy reservices, and indeed the value of such reserves is demonstrated by the freedom it has given us to expand our housing ownership.

Our new CEO and revamped senior leadership team have very much got their feet under the table. This has been mirrored by the changes to our non-executive team. I would like to thank our two departing trustees – Ian and Gail – who leave after offering us real improvements in governance and Tenant engagement. In their place we have recruited new Trustees – Debbie and Tasha – who strengthen our experience of housing and senior leadership.

While the private rental market remains competitive and broader economic conditions are tight, our commitment to building relationships and navigating obstacles has been enhanced – and we have started to refocus the business towards the South cost, reducing our dependence on a few London local authorities, although the support of those authorities continues to be hugely appreciated. Despite a tight labour market, we have maintained strong staffing levels and capability.

Looking ahead, we remain focused on growth, particularly in the southeast, and on elevating the quality of our offerings. We recognise the imperative of fostering stronger communication and trust to unite the dispersed Zetetick community – tenants, staff, volunteers, Executive, and Trustees. Our compelling quality proposition remains our strongest asset, captivating both our tenants and their families and drawing in new properties.

As mentioned above, this year also heralds the inaugural year for Jonathan, as CEO, and his new team. Their development of and indeed 'living' our 'BEDROCK' values, has made Zetetick an exemplar of a value-based organisation.

Martin Hurst
Chair

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

The Trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum & Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The objectives of the charity are the relief of financial hardship among disadvantaged people by providing services, in particular but not exclusively, to disabled people living and working in London Boroughs and Southeast Counties, including through:

i. the provision of supported Social Housing that enables disadvantaged people to live within the community;

ii. enabling them to financially meet housing costs;

iii. enabling fair access to private rental housing provision;

iv. access to interest free loans to fund housing deposits and home set-up costs;

v. the provision of additional housing management services;

vi. the provision of facilities for recreation and other leisure-time occupation in the interests of social inclusion & welfare with the object of improving their conditions of life all of which they could not otherwise afford through lack of means.

The Trustees are pleased to report that we continue to support vulnerable adults with the provision of high-quality accommodation and housing support, who would otherwise not have a fair opportunity to secure their own homes during the continued high demand for social housing and the highly competitive private rental market. In many cases this will be the tenants' first home away from family and/or residential care, giving them true independence and opportunities to become valued members of the local community.

Our Vision

Empowering people with learning disabilities and autism to live as valued members of their community by finding them quality homes, not just housing; offering safety security and opportunity where care, friendship and freedom can come first every day.

Our Mission

To provide and maintain specialised quality homes, not just housing.

To empower choice and deliver dignity to those people, primarily with learning disabilities and autism, who need our offer of quality housing for supported living.

To align our values and activities to work with a range of partners across housing, commissioning, and care, in the fulfilment of our charitable aims.

Our Aspiration

Our aspiration is to harness the passion that each of our members of staff have and use it to give some of the most marginalised people in our society a home.

To reach more families and give homes to more people with complex learning disabilities.

Whilst our focus is to continue to establish ourselves as best practice thought leaders to other housing organisations and people in need, by continuing with high quality services and unique provision, we want to develop our procedures, processes, and resources so that they are always sensitive to the people we give homes to. In addition to this, by doing so, we also reaffirm our commitment to doing our best for our tenants, their families and the wider community.

Our bottom line must be about delivering quality and honouring our promise to the people we support because from this will be able to help more people in a sustainable way.



REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

KEY ACHIEVEMENTS AND PERFORMANCE

During the year 2023-24 we achieved the following:

- Housed 162 tenants over a total of 102 properties
- Rehomed 8 existing tenants to more suitable properties
- Welcomed 13 new tenants to Zetetick homes
- Secured agreement to purchase two properties in Croydon, providing long term security to 8 tenants
- Maintained a high level of repairs and inspections (94% on time)
- Carried out 'Homeliness Checks' in addition to our formal 6-monthly housing inspections
- Offered a Hardship Fund to our tenants who might be feeling cost of living pressures
- Held 2 regional fun feedback events for our tenants 'How is Your Home?'
- Produced the Zetetick Magazine with collaboration from tenants
- Worked in partnership with our Head Landlords to improve EPC ratings and provider warmer homes.
- Collected stakeholder feedback from Landlords & Care Partners



Above: A Zetetick property purchase 2024

- Provided training for all staff in Adult Safeguarding, Communication, Challenging Behaviour, Data Protection and Suicide Awareness
- Made progress on Digital Transformation; increasing transparency, improving record keeping and linking data sources
- Developed relationships with 3 new care company partners
- Increased our FTE headcount to 19 to ensure increased support to tenants
- Offered all staff welfare payments over the winter months to help with cost of living
- Supported 6 volunteers to work on our social media and outreach work
- Built on our five-year plan to give additional focus and measurement

VALUES AND WAYS OF WORKING

BEDROCK

BELONGING EMPATHY DETERMINATION RESPECT OPENNESS CARE KINDNESS

Our values are equally important in reviewing our progress and in setting future targets. They are literally the 'BEDROCK' of all we do. Our tenants are people we all know, yet they are often those with a learning disability, autistic and/or mental health challenges and have vulnerabilities that impact on the way we work.

We continue to gather feedback from our stakeholders to ensure we practice our values in all areas of the business.

We employ staff that share our values and with the necessary knowledge, experience and skills to be able to represent the charity at the highest levels. We pay staff salaries at or above the London Living Wage and at a competitive level they would receive if they were undertaking a similar role in NHS social care or a comparable organisation. Relevant salaries are disclosed in our financial statement.

All our staff are trained in Safeguarding Awareness, Communicating with Adults with Learning Disabilities, Suicide Awareness, Data Protection. During the year managers received Insights Discovery training and bespoke Management Training courses.

We undertake an annual Staff Survey and in November 2023 we also included a Health & Wellbeing Survey. From this we found that 83% of staff would recommend Zetetick as a good place to work.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

OPERATING MODEL

We provide specified, exempt accommodation to our tenants. We fund our work through Government funding and good financial management to achieve operating surpluses to invest in our Objects. We operate a team of volunteers for some areas of our outreach, which provides an opportunity for our supporters to give their time in a way that benefits the charity and our beneficiaries, in addition it offers some valuable work experience that many have used to gain meaningful employment.

Whilst understanding the desire for people to donate to a good cause and the positive impact this could have on the charity, the founder wanted to ensure the charity could operate independently without the need and reliance for constant fundraising, ensuring business planning was central to the administration of the charity.

The charity also has a strong and regularly reviewed reserves policy that ensures our reserves are of the strength and depth necessary to cover all eventualities in order to protect our tenants. Trustees acknowledge there are risks in housing vulnerable individuals and ensure our risk assessment and risk management are reviewed annually and are up to date.

This year we continued with our plan to diversify the model, by proceeding with the purchase of 2 properties in Croydon. The purchase was completed in June 2024. The downpayment has been paid using charitable reserves, the remainder was a secured loan from CAF Bank.

Financial review

The charity's financial position remains very strong with sufficient reserves and liquidity to enable it to fulfil its objectives, meet its operational commitments and to allow for most foreseeable contingencies.

Local Authorities continue to scrutinise our provision of Specialised, Exempt Accommodation. The Supported Housing Regulatory Oversight Act was brought in in 2023, although detailed guidance has not yet been produced. Zetetick welcome this scrutiny; as specialist providers we are able to claim the full amount of Housing Benefit for our Tenants which enables them to live in their own homes. We are building strong relationships with Local Authorities so that, through mutual trust, we can offer homes to more vulnerable adults who otherwise would not be able to live outside of a hospital or care home environment.

The number of beneficiaries at 31 March 2024 was 162 (2023 – 163). We found new homes for 8 existing tenants whose current homes were no longer available and/or suitable for them. We welcomed 13 new tenants to Zetetick Homes.

Direct charitable activity (income & expenditure) increased year on year to £4.4m (2023 – £4.3m). The main reasons for this increase are as follows:

- Inflationary increases on rental properties and staff costs

Although unrestricted income grew by £115k from £4.4m to £4.5m, total incoming resources for the year decreased from £5.2m in 2023 to £4.5m in 2024, This is because we retained our 2 NHS capital grants from previous years, but did not receive any additional funding. We are hopeful to take on a 3rd NHS capital grant funded property in 2024-25, when the next round of funding is released.

Support cost expenditure ratio was 3.5% of total income (2023 – 3.2%).

Staff headcount grew from a full time equivalent of 16.5 to 19.3 (actual headcount as at March 2024 was 21, with 2 vacancies). The charity committed to investing further in staff resources over 2023-24, in particular with the introduction of a Business Development Manager and a Digital Support Officer, as well as moving more staff resources over to Procurement.

The overall surplus (net movement of funds) on unrestricted funds before transfers was £111k (2023 – £112k) – representing a surplus ratio of 3% of income.

The health and safety of our tenants remained of paramount importance. The charity continued to provide essential maintenance support to all our tenants and resumed half-yearly inspections which increased the amount of nonurgent work.

Restricted Funds

As at 31 March 2024, our restricted fund balance was £1,352k. This is made up of 2 NHS Capital Grants which were used to purchase 2 properties for our tenants to live in. These properties will be revalued every 3 years, the next valuation will be at March 2026.

Designated Funds

The trustees have agreed on 2 designated funds, being:

- Hardship Fund – for tenants struggling to pay the Tenant Service Charge (balance at 31 March 2024 £9.3k)
- A balance of £61k was transferred (balance as 31 March 2024 £61.5k) to assist with the hardships of the tenants.
- End of Tenancy Dilapidations Fund – to cover large repair bills at the end of a tenancy. At 31 March 2024 this was calculated at £206k.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

Reserves Policy

The Purpose of the Reserves Policy is to ensure the Charity holds enough funds in general reserves for the stability of the mission, programmes, employment and ongoing operations of the organisation. The Reserves Policy is intended to give a clear indication of internal funds required to provide a cushion against unexpected events, losses of income, and large unbudgeted expenses. Above all else, it serves as protection for those who we house, to ensure long term security of their homes.

Actual Free Reserves are calculated as Total reserves, less Restricted and Designated Funds.

Trustees are committed to maintaining balances in liquid funds (cash, plus debtors, less creditors) which cover the sum of the free reserves target, plus any designated and restricted funds.

Compliance with SORP 2019 and proving a clear and positive explanation of the reasons why reserves are held will reduce the risk. It is Zetetick Housing policy to meet the requirements of SORP 2019 as set out at the end of this policy.

The Trustees regularly review the variance of actual general reserves against target and are committed to the deployment of excess reserves in support of the Charity's objects. This will include the provision of facilities for beneficiaries for their recreation and other leisure-time occupation in the interests of social inclusion & welfare with the object of improving their conditions of life, but may also include beneficiaries' financial subsidies, asset acquisitions or development, as appropriate.

The Board of Trustees will at times designate funds from free reserves for significant project costs or replacement of major assets.

Trustees have reviewed the major risks facing the charity and deem that a suitable Reserves Target is £936k. Free Reserves at 31 March 2024 were £1,663k. Any funds over the reserves target will be used for charitable purposes in line with Zetetick's objects.

	31 March 2024	31 March 2023
	£'000	£'000
Total Funds	**3,292**	3,166
Less: Restricted Funds	**(1,352)**	(1,352)
Less: Designated Funds	**(277)**	(242)
General (Free) Reserves	**1,663**	1,572

The Trustees have reviewed this position and are committed to maintaining balances in liquid funds (cash, plus debtors, less creditors) which cover the sum of the free reserves target, plus any designated and restricted funds. At March 2024 liquid funds were £2,024k.

Principle Risks

The Board of Trustees remains extremely diligent in monitoring the changing situation within the sector with regularly reviews of our strategic aims and stress-testing of our financial viability.

During 2023 the Board undertook a full review of the Risk Register, adopting the NCVO guidelines and proforma. The result is a robust and thorough set of Risk Registers, covering the following areas:

- Governance
- Regulatory, Legal and Compliance
- Financial
- Housing
- Safeguarding
- HR
- Digital – ICT
- Engagement

The resulting risks were mapped, and the highest strategic risks presented back to the Board. The Executive Directors regularly monitor the individual risk registers, and any new or emerging risks are highlighted to the Board quarterly. The ARFC will coordinate an annual thorough review of risks.

The key risks identified by the Board at March 2024 are:

Changes to Legislation; Increased Regulation through the Supported Housing Regulatory Oversight Act

Supported Housing Regulatory Oversight Act to provide further clarity on exempt provision. This in turn will enable us to better protect our tenants from the risk that we will not meet the criteria of Specified, Exempt Accommodation. It is, therefore, a risk only in that we may need to comply with new regulations such as local licensing.

The Board of Trustees and the Executive Team are experienced and knowledgeable in this area, and welcome any clarity the Act will bring to Exempt Accommodation. We will keep up to date with any developments, and network with other Housing Associations and Exempt Providers that are facing the same changes. We will also work in partnership with Local Authorities to ensure our tenants continue to receive the benefits to which they are entitled.

Through the Act, the Department for Work & Pensions is clarifying the meaning of 'more than minimum support' which may impact on our status as an exempt provider. We have already seen an increase in the scrutiny of our charges by Local Authorities. We welcome this scrutiny, as it will ensure our reputation as an exempt provider is upheld as an exempt provider is upheld.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

Converging gap between income and core costs

The recent period of high inflation (5%+) continues, and higher interest rates are pushing up the prices of mortgages and rents. This means that the cost of providing our quality homes has increased. We are able to pass on some inflationary increases through uplifts in Housing Benefit once a year. This can leave us vulnerable to midyear above inflationary increases.

Local Authorities are under pressure to reduce costs, which in turn results in more scrutiny over the cost of our provision. We have also seen more head landlords coming forward to re-negotiate higher rents.

Of particular concern is over the cost of utility bills going forwards. We have, to date, protected our tenants from large increases in weekly Tenant Service Charge through subsidising the costs and securing a long term low fixed rate. However, this contract will end in October 2024, and the full effect of the utility price increases will start to be felt by both the charity and the tenants. The Trustees have committed to allocating an additional £70k as a designated Hardship Fund to help tenants who may find payments difficult.

We continue to adopt a clear full cost recovery (allocation and apportionment) approach to the Housing Benefit Claims submitted on behalf of our tenants.

We carefully monitor voids so timely decisions can be made to minimise any losses. Mitigating action could see schemes merged, or, as a last resort, terminated. The Board makes careful informed decisions to subsidise some schemes as part of meeting its charitable objectives.

Government Net Zero Policies / De-Carbonisation

Although the responsibility for EPC rating falls with the owner-landlord, there is an inherent risk to us of not supporting them to achieve Minimum Energy Efficiency Standards (MEES).

Zetetick has commenced early conversations with property owners to work in partnership. The aim is to achieve compliance whilst securing appropriate leases for the security of our tenants.

Safeguarding

Zetetick has a zero tolerance safeguarding policy. Abuse or neglect in any form, of tenants, employees or anyone connected with the charity will be reported and acted upon. All staff are safeguarding trained and, where appropriate, DBS checked. Safeguarding is a standing item on weekly senior manager meetings and board meetings.

Succession Planning

The Trustees have recognised succession planning for key roles as a risk. This applies to both the Senior Management Team and the Trustees.

The use of digital technology such as Sharepoint, and a central database, will help to ensure the golden thread of information is transferable and useable by all.

Retaining a healthy number of Trustees is paramount, and the charity will plan ahead for any expected vacancies due to resignation / end of term.

Digital & Data Integrity

Our increased reliance on Digital & Data means we are undergoing a digital transformation at present. All staff are receiving training on record keeping and the use of data.

Stress Testing

The charity has undertaken multiple stress-testing that demonstrates that the The charity has undertaken multiple stress-testing that demonstrates that the organisation is financial resilient to the identified risks. Strong links with Local Authorities and a track record of excellent performance with all referrals contribute positively towards the mitigation of risks.

Development of the 5 Year Plan – Progress

In 2022 we developed a 5-year plan to take us to 2027. This plan is helping us to develop our service provision, maintain quality and reach more people, putting them at the heart of our organisation, Zetetick Housing has progressed over the last years to meet the increasingly complex housing and housing management needs of people with learning disabilities, autism and mental health challenges, evidenced by:

- Our tenant engagement has been enhanced through the organisation of regular ‘How is Your Home?’ feedback events. Our Customer Committee has evolved into the Quality Committee, maintaining its focus on enhancing the tenant experience.
- We take pride in our core values and strive to integrate them into all facets of our decision-making and operations.
- Our current staff team comprises 23 individuals (equivalent to 20 Full-Time staff), and we have enhanced the training program for all employees, encompassing Communication, Safeguarding, Suicide Awareness, Dealing with Challenging Behaviour, and Handling Complaints.

- We conduct and act upon surveys to gather feedback from all stakeholders. Staff surveys conducted annually have led to the introduction of Cost-of-Living Support Payments during the winter season. Tenant feedback has been collected through video booths, user-friendly forms, and stickers. Landlords have been contacted via phone and written correspondence.
- We are committed to establishing connections in challenging-to-reach areas. When necessary, we have advocated for meetings with our Local Authority partners to enhance their understanding of our operational model.
- It has been imperative that we continue to promote communication between Social Services and Housing teams to ensure adequate funding for the tenants under our care.
- Substantial progress has been made in our digital transformation efforts. Our database is now more comprehensive and accurate than ever before, with all staff accessing a centralized data source. Additionally, all staff members have received training on privacy, data protection, and GDPR compliance.
- In 2023, we initiated a significant project to collaborate with Head Landlords to enhance the EPC ratings of their properties. Several pilot projects are underway, with Landlords expressing interest in accessing grants to improve the energy efficiency of their properties. A comprehensive review of insulation and the implementation of energy-efficient measures such as Radflex and new showerheads have also been undertaken.
- We accommodate one tenant in a property provided by the NHS Capital Grant Fund, while another NHS property is currently vacant, awaiting a new occupant. We are optimistic about securing a third property through the Capital Grant Fund scheme in 2024-25.
- We are on the verge of purchasing our first two properties, with the initial payment sourced from the charity's unrestricted reserves.
- During 2023-24, we have expanded our support to tenants in the Southeast by 18%. Three new Care Partners have been onboarded, and discussions are underway with other potential partners, in addition to strengthening our ties with existing partners.

Future Outcomes

As we propel forward into the next phase of our five-year strategic plan, a cornerstone of our growth will be ensuring quality in all we do. By fostering the tenant voice we have already encouraged, we aim to integrate their insights and experiences at pivotal decision-making junctures ensuring that those we serve are heard and empowered within our organisation's governance.

Sustaining Supportive Living and Maintenance Excellence

Our pledge to provide supported living housing paired with intensive housing management persists as a key element of our operations. Through the dual service offering of management and maintenance, we will continue to forge strong connections with residents, facilitating pathways for greater engagement and enhancing the quality of life in our homes. This service delivery model, which does not encompass social care provision, remains fundamental in nurturing our community's fabric.

Strategic Geographical Operations

Zetetick's operational footprint will persist south of the river Thames, eastward into Kent, and west to the cusp of West Sussex and Hampshire. While these geographical bounds define our current focus, we remain agile, ready to evaluate and embrace exceptional opportunities that warrant investment beyond these borders, should they align with our organisational goals and demonstrate strong business rationale.

Targeted Supportive Services

With a clear focus, we will continue dedicating our resources and expertise to cater to individuals with learning disabilities, autism, and those who challenge. By specializing, Zetetick can tailor its services, environment, and support systems to meet the nuanced needs of these communities, thus delivering a superior standard of housing and care.

Unwavering Commitment to Quality

Quality assessment will remain a hallmark of our operational excellence. Through spontaneous homeliness checks, structured quarterly property inspections and a commitment to sustainable living we pledge to maintain and elevate the living standards of our properties. These measures will assure the continual upkeep and improvement of our housing stock, reflecting our dedication to providing exemplary living conditions, whilst limiting environmental impact through careful and controlled use of utilities.

Expansion and Diversification

In anticipation of the future, Zetetick intends to diversify our charitable activities. This growth will be achieved through nurturing property partnerships with letting agents, developers, owners, care companies, and landlords. We are open to leases ranging from three to ten years, providing us with the flexibility to adapt to the dynamic property market while ensuring stability for our tenants.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

Housing Strategy: Rental Focus with Openness to Acquisition
Our primary method for housing individuals will continue through the rental and lease market, from single units to small apartment complexes. We remain open to all viable property acquisition opportunities that align with regulatory frameworks, including grant funding avenues, ensuring we are prepared to respond to housing needs as they arise. Direct purchases will be judiciously considered, prioritizing situations where our tenants face immediate risks or market dynamics necessitate such actions, and always contingent upon the stability of our reserves.

Enhanced Tenant and Community Engagement
We are dedicated to cultivating stronger bonds with our tenants and their networks through improved outreach and engagement initiatives. A more transparent approach to handling compliments and complaints, alongside regular surveys, and more personal community events, will ensure that tenants and their families feel valued and integral to Zetetick's community.

Addressing the Challenge of Growth
Our growth plans are contingent upon the availability of suitable properties to meet referral demands. Whilst this has had its challenges, our near 20% growth in the southeast sector is demonstrable evidence that our growth plans are realistic and achievable. While individual home searches are resource-intensive, the development of small apartment blocks may be another efficient route to housing individuals at scale. We recognise that such developments come with inherent risks, including potential void costs, but our commitment to providing quality housing solutions compels ZHC to remain receptive to these opportunities. The Board maintains a medium appetite to risk and assesses each development on merit as well as potential overall impact.

Our strategic vision encompasses growth and expansion proportional to our size and working with prevailing economic and financial challenges. Most importantly it contains a deep commitment to the people we serve. Through enhanced engagement, specialised services, and an unwavering focus on quality, Zetetick is poised to embrace the opportunities and challenges of the coming years with diligence, compassion, and strategic foresight.

Structure, governance and management

The Charity is constituted as a limited company, limited by guarantee as defined by the Companies Act 2006. It is controlled by its Memorandum and Articles of Association dated 5th February 2007, amended March 2023.

Management Committee

The members of the Management Committee, who were also directors and trustees, during the year were:

I Moore	(Resigned 9 November 2023)
G Scott	
G Emerson	(Resigned 9 November 2023)
M Hurst	
N Pendleton	(Resigned September 2024)
A Chequers	
C Linden	
N Hussain	
Ms D I Page	(Appointed 7 November 2023)
Ms N S Pakeeree	(Appointed 8 February 2024)

Trustees

Trustees ensure that the charity maintains its public benefit. The full Board of Trustees meet four times a year, with further sub-committees for Audit, Risk & Finance, Remuneration & Nominations and Tenant/Quality Engagement.

The Board schedules an all-day or half day away day with senior executive staff each year. The Board will review all charity policies on a rolling three-year cycle and request an annual report from the Chief Executive Officer on how policies are adhered to within the charity's values and risk appetite.

We currently meet the Charity Governance Code, but most recently the Board have confirmed that we will adopt and seek compliance with the National Housing Federation's 2020 Governance code. Our website contains details of our Trustees and our staff team.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

Committees

Zetetick has a comprehensive committee structure:

Audit, Risk and Finance Committee

An Audit, Risk and Finance Committee of minimum two Trustees and two Executive Directors, meet a minimum of four times a year to ensure these key areas are given appropriate scrutiny prior to each Board meeting.

Quality Committee

During the year, the Customer Committee became the Quality Committee. This committee is made up of a minimum two Trustees and two Executive Directors and meets four times a year to focus on quality housing, data and tenant voice.

Remunerations Committee

The Remunerations Committee, made up of the Chair of Trustees and one other Trustee, meet to discuss CEO salary and staff benefits.

Task & Finish Groups

During 2023-24 a Property Purchase Task and Finish Group met to further the purchase of 2 houses in Croydon.

This was made up of 2 Executive Directors and 2 Trustees In February 2024, the Trustees agreed to create a Task & Finish Group to review Tenant Service Charges for 24/25 and beyond. This is made up of 3 Trustees and 1 Executive Director.

Recruitment and Induction of Trustees

Our recruitment principles for Trustees and best practice, is ensured through the appointment of an independent HR consultancy firm, who lead, shortlist against key skill mix criterion and present to the Board Selection Panel recommendation for short-list interviews. A selection panel of three (being a mix of Trustees and Executive Directors) interview and make a final recommendation to the remaining Board members. All appointed Trustees are formally confirmed at the following AGM and undertake full induction and training to reflect their needs to fully understand and participate in business decisions.

Executive Team

The Charity is managed by a strong leadership team consisting of Chief Executive Officer (CEO), Director of Housing, Director of Finance and Head of Business Development.

Gary Scott stepped down from the role of part time Executive Consultant in June 2023, but remains a Trustee and active member of the Board of Trustees.

Remuneration of Key Personnel

The Board undertake a full annual pay review of all staff. The Chair of Trustees plus one other Trustee forms the Remuneration Committee and sets the remuneration for the Chief Executive Officer.

Office Location

Zetetick has three offices; Croydon, St Leonards and Lewes, and an additional depot in Uckfield. This supports the regional model which is key to future growth strategy.

Affiliations with Umbrella Groups

Zetetick is a member of the National Housing Federation.

Supplier payment policy

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2024

Auditor

The auditor, TC Group, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

MEMBERS' VOTING AND ATTENDANCE

Only members are entitled to attend and vote at the AGM

A resolution at the meeting will be put to a vote. Any debate that moves an amendment then the amendment must be voted upon first. If the amendment is defeated then the meeting will vote on the original resolution. In either event, the Chairman will read the resolution (or amendment) and will ask those who wish to vote FOR and then ask those who wish to vote AGAINST the resolution.

Members notes

Zetetick
a unique Housing charity

COMPANY INFORMATION

Charity No: 1118922
Company No: 06082488

Directors and Trustees

M Hurst (Chair)
A Chequers
N Hussain
C Linden
Ms D I Page (Appointed 7 November 2023)
Ms N S Pakeeree (Appointed 8 February 2024)
G Scott

Company Secretary

Ms A Neill

Registered Office

Innovation Centre
Highfield Drive
St Leonards on Sea
East Sussex TN38 9UH

Auditors

TC Group
One Bell Lane
Lewes
East Sussex BN7 1JU