

Annual Report for Residents 2024/25

SAFER HOMES, SUSTAINABLE COMMUNITIES



CELEBRATING 30 YEARS
OF HOUSING SOLUTIONS

Welcome to our Annual Report for Residents 2024/25, which is a shortened version of our full Corporate Annual Report available [here](#).

Our aim is to provide you with quality homes and services, and create communities you're proud to live in. This report sets out how we have performed from April 2024 to March 2025.

It also marks the final chapter of our existing five-year corporate strategy which comes to an end in 2026. Our strategy is built around three key commitments to you: to keep you **Safe** in your home, to improve how **Satisfied** you are with our services, and to help build a **Sustainable** future for you and your community.

Here we focus on the services that underpin these commitments and have the biggest impact on your daily lives, such as repairs, anti-social behaviour management, complaints and wider support.

We're committed to listening and learning – every piece of feedback is an opportunity to improve what we do. We have made real progress this year. The work we do together is making your homes and communities stronger. We know there's more to do, but we hope this report shows we are on the right path.

Let's take a closer look!

How we measure performance

Understanding how well we're performing and where we need to improve helps us deliver better services. We check how we're doing and where we can improve by looking at:



We use the information we collect to work out our **Tenant Satisfaction Measures (TSMs)** - 22 scores we report to the Regulator of Social Housing each year.

This year's results show we're listening and making progress, but we know there's more to do - especially around community safety and tackling anti-social behaviour. We are working closely with residents to help prevent it and keep neighbourhoods safe.

You can see our full TSM results for 2024/25 at the end of this report.

Safe Homes and communities you can thrive in

A home is more than bricks and mortar - it's a place where you should feel safe and comfortable.

This year, we have made progress in key areas like:

- Fire safety
- Damp and Mould
- Responding to and reducing complaints

Smart digital tools help us stay on top of safety checks like fire, gas, and electrical inspections by flagging any gaps or overdue checks.

To speed up routine repairs, we've grown our in-house team and made booking easier - with simple morning, afternoon, or all-day appointment slots.

These changes helped us complete more repairs - **80.5%** in February and **84.3%** in March. We are aiming even higher next year.



Safe Homes and communities you can thrive in

Damp and mould can seriously affect your health and wellbeing, so we have taken action. Our dedicated team has made a real difference:

- Cases dropped from **1,136 to 767** thanks to proactive inspections
- **91.8%** of cases were inspected on time - up from 61.7% last year
- **69%** of repairs were completed on time - still short of our 95% target, but improving

Anti-social behaviour is disruptive and unsettling. We are taking a firm approach - preventing issues and responding quickly when they happen.

This year we've:

- Strengthened partnerships with the police and ASB specialists like **RESOLVE**
- Increased estate walkabouts
- Improved how we record and manage cases using **REACT**, our digital case system

This year:

- **66.8%** of residents were satisfied with our approach - up from **61.1%**
- 16 injunctions and 3 possessions were issued to help keep communities safe
- All ASB reports were acknowledged within 24 working hours

We have also hosted drop-in sessions to explain how we're tackling ASB and how to report it.



91.8%

ASB cases inspected
within target time

66.8%

satisfaction with our
approach to ASB

ASB Engagement in Action: Tackling Anti-Social Behaviour at The Elms

During ASB Week in November 2024, we held a meeting at The Elms, our supported living scheme for residents over 55, to talk about anti-social behaviour.

Housing and Community Safety Officers joined forces with the Aylesbury Community Safety Team and local police to:

- Discuss ASB concerns with residents
- Explain how tenancy breaches are handled
- Highlight the importance of reporting incidents
- Outline the consequences of ASB, including possible eviction
- Clarify legal processes when cases are escalated

This session strengthened collaboration between housing teams, care providers, police, and residents helping us tackle ASB more proactively.

Satisfied Services that work for you

We are listening to you and shaping our services around what matters most to you.

- **84%** of residents were satisfied with our services - up from **78.7%** last year)

Your feedback helps shape the services you use every day. That's why we create lots of ways to hear from you. Here are some highlights from 2024/25:

- We held 400+ community events to connect with residents
- **13 resident panels** helped shape decisions across key issues
- **87.1%** of residents felt well-informed - up from 80.1%
- **77.3%** felt we listen and act on feedback - up from 68.9%

This year, we launched our **Emerging Voices Panel** to give younger people a stronger voice in shaping services. We also introduced a **Resident Impact Framework** to help us measure how our work improves lives.

Our events ranged from online entrepreneur programmes, careers fairs, and digital workshops to coffee mornings and Easter Egg hunts - all designed to support and connect our communities.



Winter Warmer Brings Residents Together

Our Winter Warmer event at Cox Green Community Centre combined festive cheer with practical support. Residents enjoyed seasonal celebrations while getting advice on:

- Staying warm
- Tackling damp and mould
- Accessing welfare benefits

We were joined by **DASH**, offering domestic abuse support, and **South-East Water**, sharing winter plumbing tips to keep homes safe.

The event also gave us a chance to hear from you - with helpful feedback on repairs, community safety, and complaints, helping shape future improvements.



Satisfied Services that work for you

You told us that it is not just your home that matters - communal areas should feel safe, clean, and welcoming too. Our goal is to create spaces you enjoy and feel proud of. Here are some of the ways we have done that:

- Continued our **Summer Shine campaign**, bringing residents and staff together to clean, plant and repair
- Installed **CCTV at five sites** to reduce fly-tipping - saving **£10,000** in clean-up costs
- Worked closely with our **Estates Services Panel** to spot and fix problems quickly



Resident satisfaction with communal areas rose from **70.8% to 75.9%.**

We want to hear from you when things do not go right. In 2024/25, we promoted our complaints process to raise awareness and worked with our resident Complaints Scrutiny Panel to improve how we respond.

- **199** stage one complaints were made - a small rise as more residents used the process
- Most were resolved quickly - only **9 complaints** moved to stage two, involving a senior manager
- We are committed to learning from complaints and making services better
- **100%** of complaints were resolved within our target timeframes (10 working days for stage one, 20 for stage two)
- **50%** fewer complaints about missed contractor appointments - thanks to better scheduling and contractor performance
- **97.5%** of residents were satisfied with how their complaint was handled
- **89.7%** were satisfied with the outcome



After a complaint is resolved, we ask you to fill out a short survey to help us learn and improve. Last year, only **36%** of residents completed it so if you get one, please do take a moment to share your thoughts. It really helps us do better.

Helping you stay in your home when times are tough is a key part of what we do especially with rising costs. We offer practical advice and support to help you access the help you need.

- We helped unlock **£323,206** in extra income for residents through our **Welfare & Benefits programme**
- We provided **£20,063** in direct financial help from our **Resident Support Fund**
- Just **1.58%** of residents were in arrears - well below our **2.25% target**



Satisfied Services that work for you

Most of our services are now available online through our updated customer portal. It's easier than ever to make payments, book repairs, and manage your account. This also frees up our customer support team to focus on helping residents who prefer not to use digital tools.

- **£486,795** in payments made online each month
- **Free WI-FI** installed in **1,862 homes**
- **21%** of repairs were logged online - below our 50% target, but we are working to improve

If you have not tried the portal yet, it's quick and easy - once you get used to it, you won't look back.

Over the past year, we've strengthened how we listen to residents and used your insights to shape the services we provide. Here are just a few examples:

Repairs

Updated repair slots based on your feedback with help from the Scrutiny and Improvement Team.

Text messages now include AM or PM times, so you can better plan your day around your appointment.



We've worked to make communal areas safer and more welcoming:

40 areas redecorated - with more planned for 2025/26

Satisfaction rose to **75.8%**

Solar-powered CCTV installed across 13 estates to tackle fly-tipping and anti-social behaviour

92% of schemes and estates met our 'gold' standard

QR-code posters added so you can easily report issues



Fixing things fast when they go wrong

100% of complaints were resolved on time in 2024/25

We worked with the Complaints Scrutiny Panel to improve how we manage and communicate repairs

Our Feedback Toolkit helped us learn from every comment - complaints about contractors and delays dropped by **50%**





Sustainable Communities built to last

Successful communities are sustainable communities. That means they have the financial stability, modern homes and environmental performance to succeed long into the future.

- Over **£8.3 million** of social value created by our work

Laying the financial foundations

Strong finances enable us to deliver our services to a high standard. That is why keeping Housing Solutions in good financial health is so important. In 2024/25 we maintained the highest regulatory rating for governance and financial viability, which has enabled us to continue investing in your communities.

In 2024/25

- We generated **£61.2 million** of income
- We spent a total of **£17.6 million**
- We invested **£17.6 million** in existing homes
- We invested **£5.4 million** in building new homes
- The total value of our properties was **£525.5 million**
- The total value of our debt was **£322.5 million**

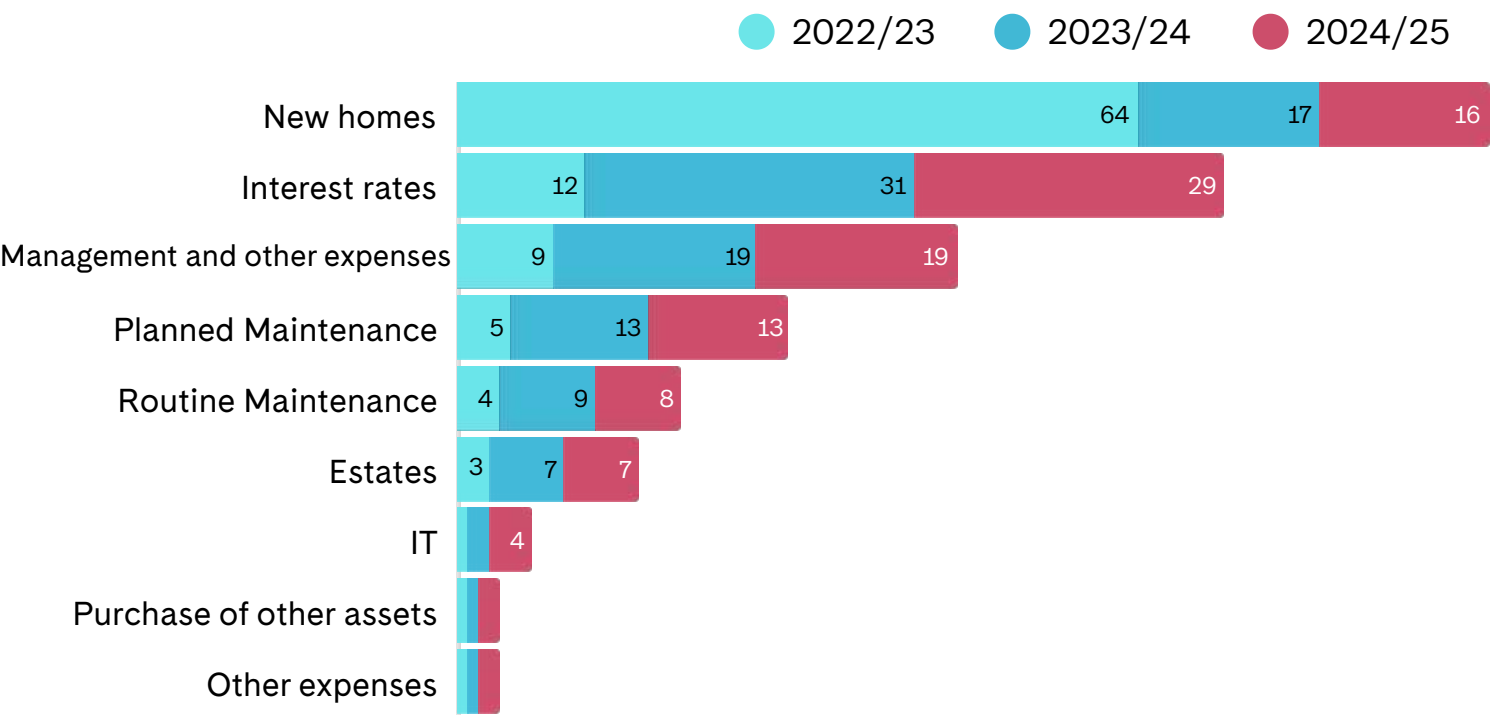
By investing in your homes and services we've generated more than **£8.3 million** in social value. That means wider economic, environmental and health benefits have been created for our communities.



Sustainable Communities built to last

Making smart choices

We're determined to get the most value possible from the money we spend. To give you an idea of how we do that, here's a breakdown of £1.





Sustainable Communities built to last

Building new affordable homes

Affordable new homes are the building blocks of sustainable communities, particularly in an area like ours that has very high house prices. We're committed to building homes that enable people from the area to rent or own locally.



- **£15.4 million** invested in new homes



- **43 new homes** built across Maidenhead, Wokingham, Bracknell and Buckinghamshire for rent and ownership



- **17 new home sales** and **5 resales completed**, above our targets



- **5 development schemes** currently underway

Opening the door to home ownership

We heard from a Maidenhead family how shared ownership helped them take their first step onto the property ladder - turning the dream of home ownership into a reality...

What made you decide to buy a SO home with Housing Solutions?

It was our last hope! We had been trying to find a solution to being in our overcrowded housing association rental for so many years. We felt trapped in the system. The private rental sector for a three-bedroom house was unaffordable in our hometown and we didn't have a deposit large enough to obtain an affordable full mortgage.

How did you find the buying process?

The buying process was stressful which is to be expected. We were very fortunate though to be supported by the Shared Ownership team who took a lot of stress out of the situation with their efficiency and excellent communication skills. The aftercare has also been exemplary.

Is there anything that we could do differently or better?

The initial process is quite stressful as it is first come first served. This makes sense but there is a lot of competition and the race to get your affordability assessment back first to secure the property is dependent on the timeliness of the third party dealing with it.

Would you recommend this scheme to others?

Absolutely, particularly for anyone that is in the predicament we were in. This home has given us everything we could have ever wished for. Security, peace of mind and a place for our family to make many happy memories.





Sustainable Communities built to last

Warm, energy efficient homes

We're committed to making sure all our residents are living in well-insulated, energy efficient homes. Not only is this better for the environment, it keeps bills down and the heat in.



- **100%** of new homes achieved an Energy Performance Certificate (EPC) rating of B or higher



- **100%** of homes surveyed to identify energy efficiency improvements as we target an EPC rating of C for all our properties by 2030



- Achieved the **SHIFT gold standard** which rates our environmental impact as an organisation

Together, environmental sustainability, strong finances and robust modern homes, are delivering communities that are built to last.

Looking ahead to 2026

As we mentioned earlier, our five-year strategy comes to an end in 2026. This year we're focussed on hitting the targets we set in 2021 while developing a new strategy that builds on our success and addresses areas where we can do better.

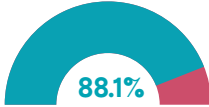
Here's a snapshot of our progress so far:



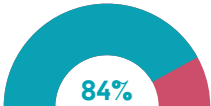
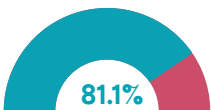
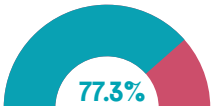
Looking ahead to 2026

SAFE

Strategic Target (by 2025/26)

Strategic Target (by 2025/26)	2024/25 Performance	Status
100% safety compliance across all operations	 99.95%	Nearly met
100% of homes meet Decent Homes Standard	 100%	Met
100% of residents consider their home a safe place	 88.1%	Progressing

SATISFIED

Strategic Target (by 2025/26)	2024/25 Performance	Status
91% overall resident satisfaction	 84%	Progressing
90% of residents say services offer good value for money	 81.1%	Progressing
87% of residents feel listened to	 77.3%	Progressing



Looking ahead to 2026

SUSTAINABLE

Strategic Target (by 2025/26)

Strategic Target (by 2025/26)

Deliver 460 additional homes over 5 years

2024/25 Performance



709 delivered
(via builds + acquisitions)

Status

Exceeded

All new homes to have EPC B or better



Met

All existing homes to have EPC D or better



Target reset to
EPC C by 2030

Progressing

We are proud of our progress but there’s still work to be done. Achieving our targets isn’t a box-ticking exercise, each one is linked to an outcome that improves the lives of our residents. That’s why we are committed to each one of them.

We would love to hear your thoughts on how we can improve in the years ahead so please get in touch!



Our Tenant Satisfaction Measures for 2024/25 - how we performed against our Regulator's measures



What are the TSMs?

In April 2023, the Regulator of Social Housing introduced [Tenant Satisfaction Measures \(TSMs\)](#), to help social housing tenants see how well their landlord is performing compared to other organisations. There are 22 measures, covering 5 themes. The data is collected through management information and a resident survey. Ten of these are measured by landlords' existing information, and twelve are measured by landlords carrying out tenant 'perception surveys' which ask people to share their experiences and opinions. [You can read the full list of TSMs here.](#)

What did we ask?

We asked a set of questions set out by the Regulator, which have to be asked in a set order and using specific wording – to help residents compare the results.

You can read the survey we used to calculate the TSM measures and more about the approach we took [here](#).

If you took part, thank you for sharing your views. This provides us with an accurate picture of how our residents view our services and where we can improve. Residents are not offered incentives to take part.

Our results

Survey Period: The survey was completed between 19th June 2024 and 31st March 2025.

Please see the below set of infographics to see how we are doing:

Keeping properties in good repair

Satisfaction with
repairs
87.4%



Satisfaction with time
taken to resolve repairs
84.1%



Satisfaction that their
home is well maintained
81.9%



Maintaining building safety

Provide a home that is
safe
88.1%



Respectful and helpful engagement

Listens to your views
and acts upon them
77.3%



Keeps you informed
about things that matter
to you
87.1%



Housing Solutions treat
me fairly and with
respect
94.5%



Effective complaints handling

Satisfaction with
complaints handling
64.2%



Responsible neighbourhood management

Communal areas clean
and well maintained
75.9%



Makes a positive
contribution to your
neighbourhood
75.8%



Approach to handling
Anti Social Behaviour
66.8%



Value for money
81.1%



Belong
85.4%



NPS
52.7%



As well as the Tenant Perception Measures obtained through survey results, landlords must also report a set of 'Management Information Measures' using its own data. These are 10 indicators covering complaints, anti-social behaviour, repairs, and building safety. Here is how we performed in 2024/25 :

Management Information Measures



CONTACT US

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Send us a message: www.housingsolutions.co.uk/contact-us

Register on our customer portal: www.housingsolutions.co.uk/portal-home

Download our customer app: www.housingsolutions.co.uk/mobile-app-information

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