



# Quarterly Performance Report

Q4

01 January – 31 March 2026



# Contents

We're committed to being open and honest about what we are doing well and where we need to make improvements.

03 Investing in your homes

---

05 Filling empty homes

---

06 Rent, service charges and financial support

---

08 Repairs

---

10 Complaints

---

12 Keeping you and your home safe

---

13 Safeguarding

---

14 Health, Safety and Property Compliance

---

15 Resident voice

---

16 Our people

---

17 Keeping your data safe

---

18 Building new homes

---

19 Housing 21 in the news

---

# Investing in your homes

We're committed to ensuring we offer safe, quality properties.

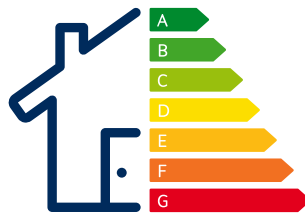
In the year 2025/26 we have spent **£48.6m** on our existing homes. Our investment programme is based on Housing 21's enhanced property standard:



Kitchens are replaced every 20–25 years



Bathrooms are replaced every 20–25 years



All properties will have an Energy Performance Certificate (EPC) C or above



All schemes will have a digital emergency call system installed



Communal areas at schemes will have **design-led makeovers**, which are inspected every eight to ten years to assess their condition

# Performance at the end of Q4, 2025/26

## Kitchens

**100%**

Target: 100%  
0 scheme outstanding

## Bathrooms

**99.6%**

Target: 100%  
2 schemes outstanding

## Energy Rating, EPC C

**99.7%**

Target: 100%  
65 properties outstanding

## Digital emergency call system

**88.7%**

Target: 100% before digital switchover.  
59 schemes outstanding

## Makeovers

**93.9%**

Target: 100%  
32 schemes outstanding

## What we are doing to improve

Property standards are largely being met across our portfolio. Our existing homes continue to comply with the required standards, supported by an ongoing investment programme to maintain and improve them. Newly acquired properties are also being upgraded, with each scheme benefiting from a tailored five year investment plan to bring them fully up to standard.

The 32 outstanding makeovers are on newly acquired schemes, of which 24 have been recently decorated but not to our property standards.

You can find out more about our property standards in our Financial Statement.

## Newly acquired properties

Our last acquisition was in September 2024 when we acquired **1,567** Midland Heart homes which was one of our biggest acquisitions. We are committed to investing in and improving our acquired properties and we have spent **£5.2million in Q4** on improving acquired homes.



## Want to know more?

Speak to your local manager or you can access our full Financial Statement by scanning the QR code.

# Filling empty homes



Properties that become vacant are then prepared for a new resident. The goal is to minimise this period to reduce rent loss.

During Q4, we continued to complete essential repair works and safety checks on empty homes to ensure they met required property standards. With support from residents, we also progressed our review of how properties are let, strengthening communication with prospective residents about what to expect when moving into a Housing 21 property.

Performance improved during the quarter, with average empty property levels at 173 homes and the average re let period reducing to 23 days. This improvement reflects increased efficiency across the process while maintaining a strong focus on compliance and property quality.

These improvements have helped to reduce rent loss while ensuring residents are matched with homes that meet their needs, support comfort and independence, and contribute to sustainable tenancies.

## How many homes were vacant in Q4?

January	156
February	189
March	175
<b>Average per month</b>	<b>173 homes</b>

## How many days does it take us on average to fill an empty home?

January	23 days
February	23 days
March	23 days
<b>Average per month</b>	<b>23 days</b>

# Rent, service charges and financial support



During Q4 **98.6%** of rent and service charges were paid on time.

We had **1.4%** arrears which is unpaid charges from current residents.

## Ways to pay

Method	Percentage of residents
Direct Debit	<b>85%</b>
Our Direct Debit Target	<b>95%</b>





## Financial support for residents

- Helping Hands Applications: **303**
- Total of **£54,000** Helping Hands funds received by residents in Q4.
- Promotion of the Helping Hands scheme during December led to a noticeable rise in applications.

In Q4 2025/26, the Helping Hands Service supported 303 residents. Applications picked up again after Christmas, and the quality of applications continued to improve. We provided £54k of support this quarter, with most requests coming from Retirement Living residents. More applications were accepted, and the service continued to make a positive difference. Most awards were still below the £300 maximum, which shows there's an opportunity for more residents to benefit if awareness of the scheme increases. Using the Housing Perks platform also saved residents a further £3.1k.



### Want to know more?

For more information on Financial Support click on the QR code to visit our website.

# Repairs

Here are our repair statistics for Q4

Our repairs turnaround times:



**12.1 days**

for Routine  
(8,165 in total)



**7.1 days**

for Urgent  
(5,562 in total)



**3.6 days**

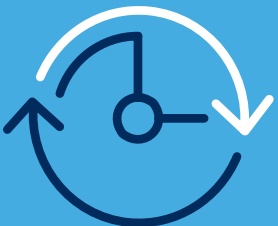
for Emergency  
(3,795 in total)



**£259**

Average cost  
of a repair

## Average time taken



90% Routine Repairs  
completed within  
28 Days

Our Target is 90%

77% Urgent Repairs  
completed within  
seven days

Our Target is 80%

94% Emergency  
Repairs completed  
within 24 hours

Our Target is 95%



In Q4, **88%** of residents expressed overall satisfaction with the repairs service.

- **94%** satisfied with treatment of their homes during the repair
- **92%** satisfied with the ease of reporting the repair
- **91%** satisfied with attitude of workers
- **85%** satisfied with the repair being done right first time

- **87%** satisfied with the time taken for repairs to be complete
- **91%** residents happy with the quality of work
- **87%** satisfied with the time taken before work began

Working closely with housing management colleagues to ensure repairs are responded to promptly, while updating our systems quickly so the data we report is accurate, current and reliable.

## Main reasons we were called to a repair this quarter



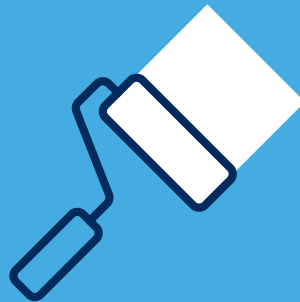
**No.1**

**Electrical work**



**No.2**

**Emergency call system**



**No.3**

**Handyperson tasks**



**No.4**

**Gas heating**



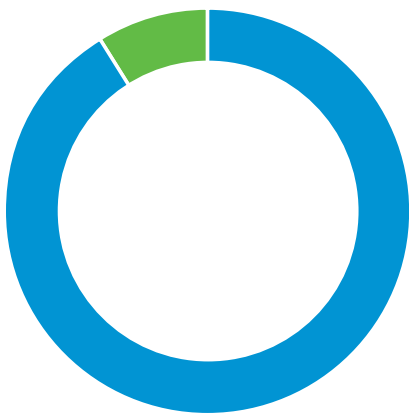
**No.5**

**Plumbing**

# Complaints

## Here are our complaints statistics for Q4

We operate a two stage complaints procedure. Once a resident has exhausted our internal procedure, they may escalate to the Housing Ombudsman for mediation or formal investigation.



**Total New Complaints: 81**

● Stage One Complaints: **74**

● Stage Two Complaints: **7**



### Target for responding to complaints

- In Q4 we met 100% of our timescales
- 10 working days to respond to stage one
- 20 working days to respond to stage two

The Housing Ombudsman requests evidence of a complaint and the relationship with the resident.

Determinations: Where the Housing Ombudsman has determined an outcome on a case. We received four new enquiries from the Housing Ombudsman and nine cases awaiting determination. There were no findings of maladministration.

By reviewing complaints and feedback, we have identified some recurring themes. These help us understand what matters most to residents and where we need to improve.

### Across this quarter, you told us that:

- Repairs can take too long to resolve, especially when visits are repeated

- Updates aren't always clear or frequent enough
- Experiences can vary depending on the scheme or employee
- Some appointments are missed or not followed up
- Processes and decisions aren't always explained clearly

## What we're doing about it

### Improving repairs and reducing delays

We're strengthening how repairs are diagnosed and tracked, so issues are fixed right first time wherever possible.

We're also improving how delays are escalated and making sure you're kept updated.

*This means fewer repeat visits and quicker resolutions.*

### Keeping you better informed

We're setting clearer expectations for how and when we communicate, with simpler and more consistent updates.

*So you know what's happening and don't have to chase us.*

### Making service more consistent across schemes

We're reinforcing expectations for local teams and improving visibility and accountability at scheme level.

*So your experience is more consistent, wherever you live.*

### Improving employee support and standards

We're providing refresher training and strengthening oversight to make sure all employees communicate clearly and act professionally.

*So you receive a high standard of service every time.*

### Getting the basics right

We're improving how we record cases and apply our policies, so decisions are clearer and more consistent.

*So you understand why decisions are made and can trust the process.*

### Holding contractors to account

We're setting clearer expectations with contractors and improving how we monitor their performance.

*So appointments are kept and work is completed as expected.*



# Keeping you and your home safe

## Anti-social behaviour (ASB)

ASB and nuisance cases are opened for matters that meet the Crime and Policing Act definition of ASB: “Conduct that has caused or is likely to cause harassment, alarm or distress to any person.”

We have changed how we report ASB to include all types of matters that are reported to us including low level nuisance.

A hate crime incident is recorded for any incident or crime that is perceived to be motivated by hostility or prejudice based on a person’s; race, sexual orientation, disability, religion, gender identity.

## Here are our ASB statistics for Q4

**Number of ASB Cases: 177**

**Number of Hate Crimes: 4**

## Top five themes

- Neighbour disputes
- Noise nuisance
- Disturbance
- Aggressive behaviour
- Harassment

## How are we improving?

We have signed the ASB Help Pledge, strengthening our commitment to supporting residents affected by anti social behaviour (ASB) and ensuring best practice in all ASB Case Reviews.

An ASB Case Review (formerly the Community Trigger) allows residents to request a formal review if problems continue after being reported to different agencies. The ASB Help Pledge promotes a consistent, victim focused approach across England and Wales.

By signing the pledge, we commit to:

- Keeping our ASB Case Review process fair, transparent and easy to access.
- Working with ASB Help and partner agencies on complex cases.
- Ensuring residents feel heard and supported throughout the process.

This supports our ongoing work to help create safe, supportive communities.

# Safeguarding

Safeguarding is the process of protecting a person’s health, wellbeing, and human rights to enable them to live free from harm, abuse and neglect.

We support and monitor safeguarding concerns which also covers: Hoarding, Domestic abuse and Self neglect.

## In Q4 we supported 446 safeguarding concerns

There has been an increase in neglect and acts of omission cases and risk of harm to self, including walking with purpose.

“**Acts of omission cases**” means situations where a person’s basic needs were not met, not because someone deliberately harmed them, but because something important was missed, forgotten, or not done.

“**Walking with purpose**” is a respectful safeguarding term meaning:

- A person is walking around with intent, but may not understand where they are going.
- They may leave a safe area, wander into unsafe spaces, or become lost.



## How we’re keeping residents safe

The hoarding toolkit and framework for local managers has been strengthened ahead of the Hoarding Week Awareness session in May 2026. This includes updated guidance and hoarding and self-neglect risk assessments. The Adult and Children’s safeguarding policies and procedures have been updated and strengthened. Information about Elder Abuse Awareness Day will be put resident communications in the next quarter.



## Health, Safety and Property compliance

We aim to conduct Property and People visits once a year to help ensure residents homes are safe and resident information is up to date. Our Target is 100%.

- **100% completion of gas safety checks have been carried out**
- **100% completion of fire risk assessments have been carried out**
- **92.91% completion of asbestos**

There were 23 outstanding asbestos reinspection surveys. Six have since been completed and we are awaiting paperwork, 17 were a result of contractor cancellations. All missed appointments were rescheduled for April 2026.

- **99.62% completion of legionella risk assessments have been carried out**

There were two risk assessments outstanding. One was delayed due to contractor sickness, and the appointment has been rescheduled. The other risk assessment is delayed due to works taking place which affect the water system. A risk assessment will be scheduled once the works are complete.

- **100% completion of communal passenger lift safety checks have been carried out**



## Awaab's Law

As part of our compliance to Awaab's Law, which came into effect on 27 October 2025, we are actively improving the way we report and respond to damp and mould.

- Total investigations rated as an Emergency Hazard = **21**
- Total investigations rated as a Significant Hazard = **74**
- Emergency Hazard completed on time (24 hrs) = **76%**
- Significant Hazard completed on time (10 days) = **84%**
- Emergency Hazard Safety Works completed on time = **56%**
- Significant Hazard Safety Works completed on time = **40%**

Significant and emergency case volumes have now stabilised, and we expect them to decline as we move into spring. Out-of-scope cases continue to fall steadily due to improved guidance and training.

# Resident voice

**91% Resident Satisfaction.**  
**Our Target is 95%**

**95% Care Satisfaction**

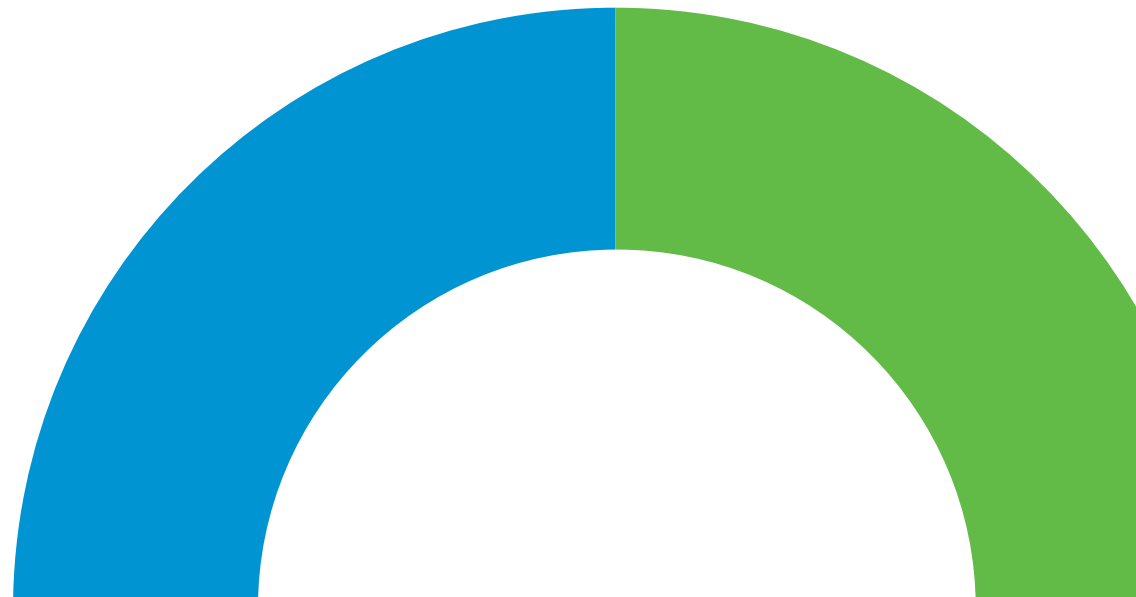
**In Quarter 4 2025/26, we received 411 comments from managers: 217 from Extra Care and 194 from Retirement Living.**

**Of these, were 289 positive, 46 were negative, and 76 were neutral.**

Positive feedback centred on local communications (176 comments), with residents praising events, visits, and opportunities to be involved in decision making. Other positive themes included employees (28 comments), mainly recognising staff support; communal areas (18 comments), new appliances and noticeboard updates; and funding (13 comments), highlighting use of the Resident Trust Fund and resident led initiatives.

Negative feedback mostly related to digital issues (13 of 46 comments), all focused on the service charge consultation form that required a QR code, which some residents found difficult to use. Remaining negative comments covered a mix of themes, including apartment concerns (five comments) and employees (four comments).

**Individual scheme reports are also available through your scheme web page or by talking to your local manager.**



# Our people

Total no. of employees

**4,147**

Average number of days lost to sickness per employee

**10.8** (Target: 9)

Employees that left the organisation (in the last 12 months)

**12.7%** (Target: 15%)

Percentage of training completed

**97%** (Target: 95%)

## Sickness absence

We recognise the impact sickness absence can have on the services we provide to residents. Although our overall absence level is slightly above target, around 65% relates to a small number of colleagues who are being supported through longer-term health issues. We continue to focus on employee wellbeing, and recent initiatives include appointing a new occupational health provider, launching our “Working SMARTer” principles, and running a campaign to raise awareness about hearing health.

## Employee training

We want to make sure all our employees have the right skills for their roles, and this starts with completing our mandatory essentials training. Our compliance levels remain steady, and any recent changes are mainly due to refresher training being triggered as we reach the one-year point since the updated programme was launched. It’s important that everyone completes their refresher training so they stay up to date with current legislation and operational requirements.

# Keeping your data safe

We're continuing to make better use of Microsoft's security tools by improving our current setup and adding new protections for Housing 21's data, devices, accounts, email and web content. Our focus is on quickly spotting any weaknesses or gaps in our technology and fixing them, which strengthens our overall security. To support this, several key activities have been carried out:

- Ongoing cyber awareness initiatives, including coffee morning sessions and simulated phishing exercises with results showing improved awareness.
- Completed a Microsoft 365 assessment to make sure everything is secure, compliant and configured correctly.
- Review and update of Cyber Awareness Training for colleagues.
- Review and update of cyber incident response documentation.



Scan the QR Code to find out more about our Resident Privacy Policy.



**Number of unsuccessful malicious cyberattacks:**  
**Two**



# Building new homes

Total number of new properties completed in Q4



**183** 100% on Target

## Types of property



Extra Care:

0



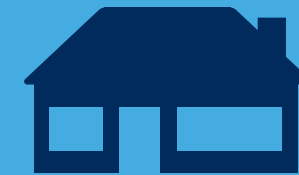
Retirement Living:

158



Apartments:

183



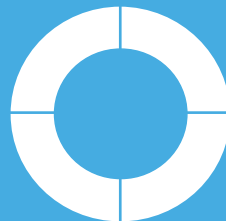
Bungalows:

0



Co-Housing:

25



0

Shared Ownership

183

Rented



Our total number of homes = **24,004**

# Housing 21 in the news



## Sources of media coverage

**16x Press releases**

**2x Reactive statements**

**Collectively: 28 pieces of media coverage**

In print, digital and broadcast media

## Sentiment of media coverage

**3x Balanced**

- Update on the closure of Ash and Oak Grange in Knotty Ash
- Liverpool residents being moved out of tower blocks before they disappear from skyline

**28x Positive**

- Partnership with Churchill Living announces 300-home development deal with Housing 21 as it eyes affordable housing growth
- Tenant Satisfaction Measures: social landlord's overall resident satisfaction increases to 91%
- Ground-breaking ceremony for new Extra Care scheme in South Wootton
- Partnership with Churchill Living to deliver 'much-needed' social housing for older people
- Development update for Extra Care scheme, Roman Court in Northampton
- Work to restart on former Gravesend Police Station after updated plans submitted by Churchill Living and Housing 21

**0x Negative**



## Want to hear more?

To read all the latest news visit our website and click news.

## Thank you for reading



We welcome your feedback and questions about this report. Please scan the QR code and complete a short feedback survey to share your views.

OR email us: [communications@housing21.org.uk](mailto:communications@housing21.org.uk)

## Emergency contact and repairs

- Appello emergency contact:  
Tel: 0333 321 6450
- National Gas Emergency Service:  
Tel: 0800 111 999

## Complaints

- Housing 21: Tel: 0303 123 1622  
[enquiries@housing21.org.uk](mailto:enquiries@housing21.org.uk)  
[www.housing21.org.uk/contact-us](http://www.housing21.org.uk/contact-us)
- Housing Ombudsman:  
Tel: 0300 111 3000  
[info@housing-ombudsman.org.uk](mailto:info@housing-ombudsman.org.uk)  
PO Box 1484, Unit D, Preston, PR2 0ET  
[www.housing-ombudsman.org.uk](http://www.housing-ombudsman.org.uk)

# Housing 21



Let us know about your experience living with Housing 21; leave us a review on Trustpilot.

