



Quarterly Performance Report

Q3

01 October – 31 December 2025/26



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 Housing 21 in the news



Investing in your homes

We are committed to ensuring we offer safe, quality properties.

This year we are planning to spend over **£48m** and so far we have spent **£34.4m** on our existing homes, our investment programme is based on Housing 21's enhanced Property Standards:



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 Q3, 2025

Kitchens

100%

Target: 100%
0 scheme
outstanding

Bathrooms

99.4%

Target: 100%
3 schemes
outstanding

EPC C or above (scheme)

99.7%

Target: 100%
66 properties
outstanding

Digital emergency call system

88.7%

Target: 100%
before digital
switchover.
59 schemes
outstanding

Makeovers

93.3%

Target: 100%
35 schemes
outstanding

What we are doing to improve

Property standards are largely being met across our homes. 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 35 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 **£3.4m in Q3** 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 this time we complete essential repair works and safety checks on the empty home to make sure that it meets our property standards.

With support from residents, we are reviewing how we let properties. We're working to improve how we communicate with future residents about what to expect when moving into a Housing 21 property. Our aim is to ensure that each person is matched with a home that meets their needs, supporting both comfort and independence, helping to create sustainable tenancies.

How many homes were vacant in Q3?*

October	173
November	189
December	151
Average per month	171 homes

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

October	24 days
November	24 days
December	24 days
Average per month	24 days

*0.87% of homes in Q3. Our Target: 1.2% of homes, (251 per month)



Rent, service charges and financial support



During Q3 **98.3%** of rent was paid on time.

We had **1.7%** arrears which is unpaid charges from current residents.

Ways to pay

Method	Percentage of residents
Direct Debit	73%
Our Direct Debit Target	95%





Financial support for residents

- Helping Hands Applications: **315**
- Total of **£54,363** Helping Hands funds received by residents in Q3
- Promotion of the Helping Hands scheme during December led to a noticeable rise in applications

Rent and service charge collection is positive, with 98.3% of payments received on time and 1.7% currently in arrears. This reflects the commitment of our residents and the systems in place to support them. While 73% of residents now pay by direct debit, we're working towards a target of 95% and exploring the introduction of "any day" direct debits to make payments even more convenient.

We understand that financial pressures can affect anyone, and our local managers are on hand to offer tailored support. They help residents access benefits and other forms of assistance, ensuring no one is left to struggle alone. Through the Helping Hands Fund, money has been distributed to residents facing hardship, providing vital relief when it's needed most.



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 Q3

Our repairs turnaround times:



28 days

for Routine
(6,637 in total)



7 days

for Urgent
(5,679 in total)

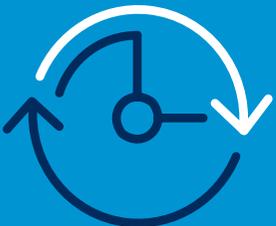


24hrs

for Emergency
(4,146 in total)

Most late repairs are in the Handy Person, Plumbing and Electrical trades. These jobs often involve multiple visits and rely heavily on parts and scheduling, rather than delays caused by residents.

Average time taken



95% Routine Repairs
completed within 28 Days
Our Target is 90%

80% Urgent Repairs
completed within 7 days
Our Target is 80%

95% Emergency
Repairs completed
within 24 hours
Our Target is 95%



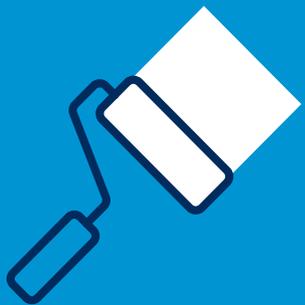
In Q3, **87%** of residents expressed overall satisfaction with the repairs service.

- **92%** satisfied with treatment of their homes during the repair
- **92%** satisfied with the ease of reporting the repair
- **92%** satisfied with attitude of workers
- Although satisfaction with the time taken for work to start is lower than other measures, **84%** of residents were still satisfied

- **86%** residents said repairs were completed right first time
- **91%** residents happy with the quality of work
- **88%** 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

Handyperson tasks



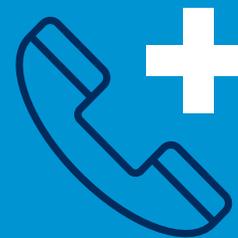
No.2

Plumbing



No.3

Electrical Work



No.4

Emergency Call System



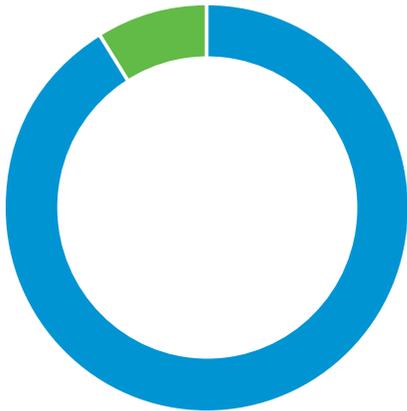
No.5

Gas Heating

Complaints

Here are our complaints statistics for Q3

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: 78

● Stage One Complaints: **74**

● Stage Two Complaints: **4**



Target for responding to complaints

- In Q3 we met 100% of our timescales
- 10 working days to respond to stage one
- 20 working days to respond to stage two

We received four new enquiries from the Housing Ombudsman and one 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.

Taking action on complaints

How we communicate with residents

Residents said tone, clarity and consistency matter. When responses felt unclear or impersonal, concerns escalated.

So we're improving how we explain decisions and respond, so residents feel heard and understood.

Keeping residents informed

Delays or missed updates caused frustration.

So we're strengthening response times and followup, so residents know what's happening and what to expect.



Employee changes and continuity

Issues arose when employees changed or information wasn't passed on.

So we're improving handovers to ensure smooth, consistent service.

Applying policies consistently

Residents felt policies weren't always applied the same way.

So we're reinforcing training to ensure a fair, consistent approach.

Access to homes, consent and choice

Residents want clear explanations and reassurance about decisions affecting their home, including access with a master key.

So we're clarifying consent processes and improving how we explain and record access decisions.

Working better across teams

Problems occurred when teams weren't joined up.

So we're strengthening joint working for clearer answers and quicker resolutions.





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 Q3

Number of ASB Cases: **137**

Number of Hate Crimes: **8**

Top five themes

- Noise nuisance
- Neighbour disputes
- Disturbance
- Abusive language
- Disorderly behaviour

How are we improving?

- ✓ Local managers have received mediation training to help them manage neighbour disputes effectively and support more harmonious communities
- ✓ We have established a partnership with an external mediation service so residents can access independent support when disputes arise
- ✓ Reporting and handling of hate crimes and incidents has strengthened, with a notable increase in the number of cases being identified and addressed compared with the previous year

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 Q3 we supported 428 safeguarding concerns

Safeguarding concerns are raised for a variety of reasons for residents, employees, and visitors. Everyone has the right to live free from abuse and neglect. Preventing abuse or neglect happening is a key safeguarding principle that we make part of everyday practice across teams to ensure individuals feel safe at home and are supported in the way they want to be.



How we're keeping residents safe

We've taken several steps to strengthen safeguarding:

- ✓ Awareness sessions to help colleagues spot signs of abuse and know when to escalate concerns
- ✓ Use real life case studies in training to improve responses
- ✓ We're keeping clearer records of concerns about external care providers
- ✓ The HERBERT Protocol (a national safeguarding scheme) is now part of everyday practice to help protect residents who may be at risk of going missing
- ✓ Raising awareness about when social services need to be involved if someone is unsafe in the community
- ✓ New guidance that makes it easier for colleagues to act quickly
- ✓ Additional online training supports colleagues on issues like substance misuse



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
- **99.7%** completion of fire risk assessments, one scheme is showing as non-compliant due to an error on the system
- **96.6%** completion of asbestos reinspection surveys, seven schemes were completed, and we are waiting for the contractor to send paperwork. Four schemes were cancelled by the contractor; however, the dates have been rebooked
- **100%** completion of legionella risk assessments
- **99.8%** completion of communal passenger lift safety checks. One lift was due for repair which is now completed and the lift is fully compliant



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. Our target is 100%.

- Total investigations rated as an Emergency Hazard = **9**
- Total investigations rated as a Significant Hazard = **39**
- Emergency Hazard completed on time (24 hrs) = **100%**
- Significant Hazard completed on time (10 days) = **82%**
- Emergency Hazard Safety Works completed on time = **67%**
- Significant Hazard Safety Works completed on time = **53%**

When Awaab's Law was first introduced, managers often needed technical advice before deciding how to classify damp and mould hazards. This caused some delays to investigations and safety work. Further training has led to increased confidence and reporting has become more consistent.

Resident voice

91% Resident Satisfaction.
Our Target is 95%

95% Care Satisfaction

**In Quarter 3 2025/26, we received
440 resident comments:**

**180 from Extra Care and 259 from Retirement Living.
Of these, 319 were positive, 55 were negative, and 66
were neutral.**

Positive feedback focused mainly on local communication, employees, scheme exteriors, gardens and communal areas, with many residents praising the range of festive and Halloween activities.

Negative feedback most often related to facilities, Housing 21 communications, communal areas, car parking and employees. The most common concerns were the limited parking spaces and a desire for more varied ways to give feedback, balancing digital and paper options.

**Scan the QR code to view
the latest Tenant Satisfaction
Measures Survey results:**



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



Our people

Total no. of employees

4,167

Average number of days lost to sickness per employee

10.7 (Target: 9)

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

13% (Target: 15%)

Percentage of training completed

97% (Target: 95%)

Sickness Absence

We know how important it is for residents that our employees stay well, so services run smoothly. While some absence is unavoidable, we focus on supporting colleagues' wellbeing and preventing issues where we can. Recent initiatives include a Women's Health employee group, earned wage access to support financial wellbeing, and new mandatory training for managers. We continue to track our lost days against national trends, and this remains a priority area.

Employee Training

We make sure our training programmes always reflect the skills needed to deliver great services. We regularly review and update all training materials, and after a major refresh in 2025, we achieved high compliance across the organisation. We will continue updating content so it keeps pace with changing requirements and residents' needs.



Keeping your data safe

The aim is to monitor, detect, respond to and mitigate cybersecurity threats in real time, ensuring residents' data remains safe and secure. To support this, several key activities have been carried out:

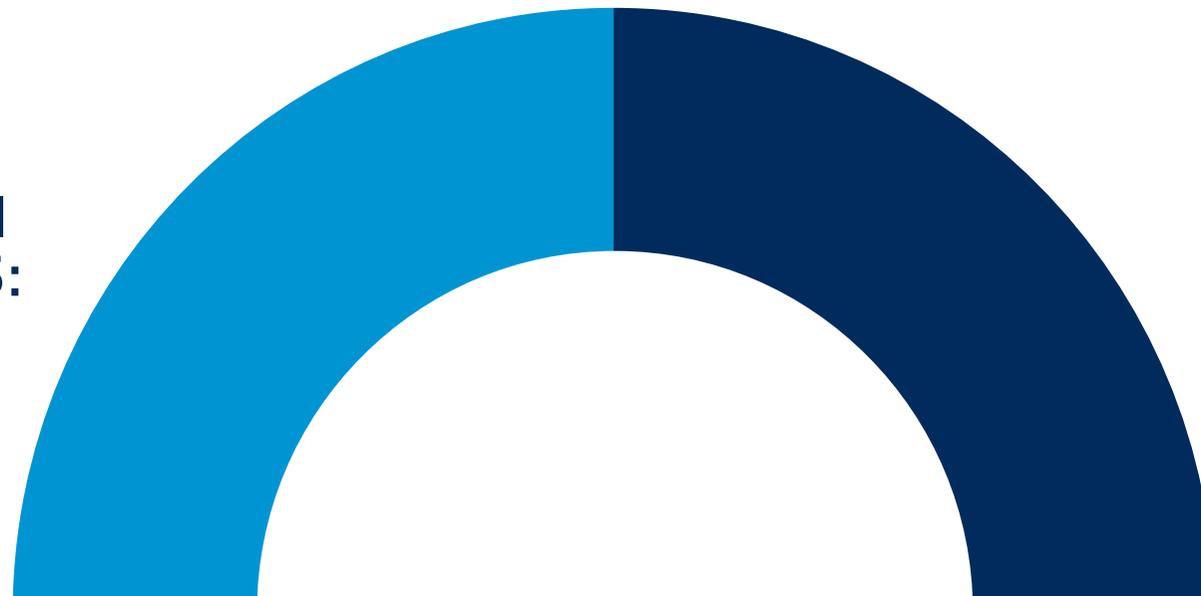
- Ongoing cyber awareness initiatives, including coffee morning sessions and simulated phishing exercises with results showing improved awareness
- Completed a Microsoft 365 assessment to make sure everything is secure, compliant and configured correctly
- Review and update of Cyber Awareness Training 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 cyber attacks during Q3:
Nine





Housing 21 in the news



Sources of media coverage

17x Press releases

Good news stories proactively issued to the press

3x Reactive statements

Responses provided to media upon request

Collectively: 52 pieces of media coverage

In print, digital and broadcast media

Sentiment of media coverage

8x Balanced

- Care home in Bognor 'requires improvement' according to CQC report
- Weston-Super-Mare care home rated 'Requires Improvement'
- Housing Regulator finds 'serious failings' in first inspection of Oldham Council

35x Positive

- £1.4m makeover unveiled at Penfold Court retirement homes
- Avon Court, Newton Aycliffe poppy display
- Throstle Court created special charity calendar in aid of Andy's Man Club
- Retirement living scheme switches to sustainable energy
- Housing 21 maintains high employee satisfaction in latest survey
- Multi-million-pound plans for 200 new affordable homes on outskirts of Boston

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

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
www.housing21.org.uk/contact-us
- Housing Ombudsman:
Tel: 0300 111 3000
info@housing-ombudsman.org.uk
PO Box 1484, Unit D, Preston, PR2 0ET
www.housing-ombudsman.org.uk

Housing 21



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

