

Housing@21

Performance Highlights Report 2025/2026





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Introduction

Welcome to our annual Performance Highlights Report, bringing together the key performance figures and summarising some of the key results from our annual publications including:

- Financial Statements
- Complaints Report
- Quarterly Performance Reports
- Environmental, Social and Governance (ESG) Report



In this booklet, you will find a summary of our key performance information, including how we're performing as an organisation, how satisfied residents are with services and how we're investing in homes and communal spaces.

It is not intended to replace our full reports or publications. If you would like to explore any information in more detail, scan the QR code to view our full reports and supporting information on our website.





Welcome

The 2025/2026 financial year was another year of significant achievement and positive performance for Housing 21.

Residents remain at the heart of what we do so we were pleased to see overall resident satisfaction levels rise increase from 89 per cent to **91 per cent** and record saw improvement across all 12 Tenant Satisfaction Measures.

We continued to grow, achieving practical completion on **337 properties** across seven schemes, including our first cohousing scheme in Birmingham. This was an increase in completions compared to the previous year (255 completions) but we did not complete any acquisitions, following the transfer of just over **1,600 properties** from other providers the year before.

We invested more money in properties, spending £42.2m in maintaining properties, up from £38.8m the previous year. We also spent an additional £7.4m in decor and design, just short of the £8m we spent in 2024/2025.

We were pleased to retain the top ratings for governance (**G1**) and financial viability (**V1**) following our regulatory inspection in early 2025 and delighted that the regulator upgraded us to the top **C1** rating for consumer standards.

Having now achieved the highest ratings for governance (**G1**), financial viability (**V1**) and consumer standards (**C1**), we will look to retain and build on these standards as we focus on continuing to position ourselves as an expert and quality provider of older people's housing.

Bruce Moore
Chief Executive





Performance ratings

In early 2026, we received the top grading for consumer standards, which means we now have the highest ratings for governance, financial viability and consumer standards.

- G1** **G1 governance**
how we manage the organisation
- V1** **V1 financial viability**
how financially secure we are
- C1** **C1 consumer standards**
how we meet resident needs

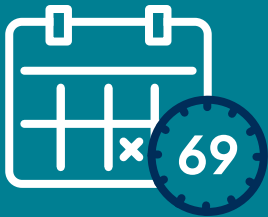


Retirement Living and Extra Care in 2025/2026

Retirement Living



13,961 properties including
1,429 managed properties
in Oldham



Average age of residents
moving in: **69**



Average tenure:
7 years



91% resident satisfaction



198 new properties achieving
practical completion



4 new schemes

Extra Care



10,255 properties



93% of schemes
rated 'Good'
or 'Outstanding' by
the Care Quality
Commission (CQC)



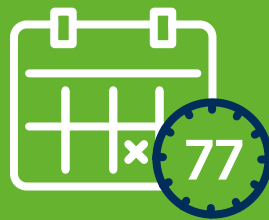
Average tenure:
3 years, 10 months



114 new properties
achieving practical
completion



48,000 hours
of in-house care
every week



Average age of residents
moving in: **77**



92% overall satisfaction
95% satisfaction
with in-house care
provision



2 new schemes

Environmental, Sustainability and Governance (ESG)

We are committed to acting ethically, ensuring our schemes and properties are both environmentally and socially sustainable is integral to our decisions and actions.

99%

Energy Performance Certificate C
(this shows how energy efficient your property is, with A being the most efficient)

88%

Environmental Impact Rating (EIR) C or above
(this measures your property's impact on the environment, in terms of carbon dioxide emissions, with A being the least impact)

5.6%

Communal Energy Reduction
(how much energy we are now saving compared to last year)

98%

of schemes have communal green spaces, such as gardens

75%

of communal gardens have trees

62%

of communal gardens offer outdoor seating





Resident satisfaction

Every year we invite all residents to take part in our annual satisfaction survey, which includes the 12 questions linked specifically to Tenant Satisfaction Measures (TSMs).

Under the Social Housing (Regulation) Act, all social housing providers must report upon these TSMs, broken down by low-cost home ownership (shared ownership properties) and low-cost rented accommodation (rental properties). We were pleased to see improvements in satisfaction levels across all 12 questions for both rental and shared ownership properties.

Alongside the TSMs, we also measure overall resident satisfaction. It is our ambition to achieve 95 per cent resident satisfaction. This year, we achieved 91 per cent overall resident satisfaction, up two per cent from 89 per cent in 2024/2025.





Resident satisfaction (rental)

The following shows satisfaction levels for residents living in rented properties:

91.6%

satisfaction with the overall service from their landlord

92.5%

satisfaction that their home is well maintained

89.3%

satisfaction that their landlord keeps them informed about things that matter to them

64.1%

satisfaction with their landlord's approach to complaints handling

77.0%

satisfaction that their landlord makes a positive contribution to the neighbourhood

91.8%

satisfaction with the overall repairs service

92.9%

satisfaction that their home is safe

88.4%

satisfaction with the time taken to complete their most recent repair

82.0%

satisfaction that their landlord listens to tenant views and acts upon them

91.3%

agree that their landlord treats them fairly and with respect

93.5%

satisfaction that their landlord keeps communal areas clean and well maintained

76.8%

satisfaction with their landlord's approach to handling anti-social behaviour



Resident satisfaction (shared ownership)

The following shows satisfaction levels for residents living in low-cost home ownership (shared ownership) properties:

87.8%

satisfaction with the overall service from their landlord

87.9%

satisfaction that their home is safe

78.2%

satisfaction that their landlord listens to tenant views and acts upon them

83.1%

satisfaction that their landlord keeps them informed about things that matter to them

87.7%

agree that their landlord treats them fairly and with respect

59.8%

satisfaction with their landlord's approach to complaints handling

92.0%

satisfaction that their landlord keeps communal areas clean and well maintained

72.7%

satisfaction that their landlord makes a positive contribution to the neighbourhood

75.5%

satisfaction with their landlord's approach to handling anti-social behaviour

Complaints and compliments

In the year 2025/2026, we received 286 complaints with the top three themes identified as:



30%
employees



29%
repairs



19%
housing
services

Whilst repairs continue to be one of the predominant themes for complaints, the number of complaints about repairs can be considered low when compared to the number of works orders raised.

Extra Care

26 complaints from over 32,935 work orders
(0.8 per 1,000)

Retirement Living

56 complaints from 45,747 work orders (1.2 per 1,000)

We continued to achieve high response levels to complaints raised by residents:

- **97%** of complaints acknowledged within five working days
- **100%** of stage one complaints responded to on time
- **100%** of stage two complaints responded to on time
- **0** maladministration findings from the Housing Ombudsman
- **84%** of stage one complaints did not escalate to stage two



This year we received a total of 859 compliments from our residents:



80%

relating to employees/ teams



17%

about our services



3%

about our contractors



153

schemes received
compliments without
a single complaint



Financial performance

It was another profitable year as we saw turnover and profits continue to increase year on year. During the year, S&P reaffirmed our A– credit rating with a stable outlook, and we successfully secured £100m of new fixed-rate funding, as well as extending £25m on our revolving credit facility, reflecting the continued confidence in Housing 21 from lenders and investors.

- **£812m** net assets (our assets minus our liabilities — what's truly ours)
- **£329m** total revenue (our income for the year)
- **£819.8m** gross debt (monies owed by us)
- **£48.7m** operating surplus (profit from our activities)
- **£71.8m** cashflow from operations (cash that we generate from our activities)
- **£146.1m** in rental income

Financial support for residents

The Resident Support Trust Fund was launched in January 2025, with an initial contribution of £2m from Housing 21, followed by a further £1.8m in 2025/2026.

- **£450,000** committed to grant funding since the launch.
- Health and wellbeing initiatives, such as social activities, games and entertainment equipment and trips, accounted for the largest proportion of grants.



Alongside the Resident Support Trust Fund, we continue to support residents facing unexpected bills, costs of purchases through the Helping Hands Fund

- **One-off grants**
- **Up to £300 per resident**
- **£196,500 paid out in 2025/2026**



Repairs

We want to ensure all residents live in safe, quality housing that adheres to all relevant legislation and so we invest heavily in addressing requests for repairs in line with the statutory timeframes.

82,557 total number of repairs



33,071 routine
(28 days)



28,842 urgent
(7 calendar days)



16,492 emergency
(24 hours)



3,009 voids
(empty properties)



1,038
replacement items

81%

of repairs
completed
in time

£23.6m

spent on repairs

21,347

properties
requesting
repairs

4

average
numbers of
repairs per
property

£1,105

average cost
per property

9 days

average time to
complete repairs

Our property standards

In 2025/2026, we invested **£42.2 million** in maintaining the standards of our properties and a further **£7.4 million** on their décor and design.



100% Decent Homes Standard



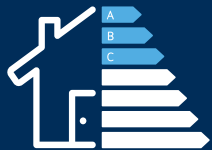
88.7% of schemes with fully digital call systems



100% of kitchens less than 25 years old



99.6% of bathrooms less than 25 years old



99.7% of properties at Energy Performance Certificate C or above



93.9% of schemes with a makeover in the last 10 years



100% gas safety checks completed



100% fire risk assessments completed



99.7% electrical safety checks completed



100% asbestos management surveys completed



99.6% Legionella risk assessments complete



100% communal lift safety checks completed

Providing more properties for older people

We are committed to providing more homes for older people and throughout the year, continued to build and develop more properties across England.



- **566 starts** on sites across 9 locations
- **337 property completions** across 7 schemes, including our first cohousing scheme of 25 properties

588 properties in the pipeline across 11 new sites

Partnered with Churchill for over 300 new Retirement Living properties



In addition to building new properties, we are also committed to ensuring our existing properties are occupied and are not left empty for longer than necessary.



2% of properties unoccupied at the end of the year

- **23 days** average relet time (Extra Care)
- **14 days** average relet time (Retirement Living)
- **56** shared ownership property sales
- **1** outright ownership property sale
- **2.7 per cent** rent increase in April 2025 (in line with the Social Housing Rent Standard of September Consumer Price Index plus one per cent)



Our people

We know that to deliver the best service to residents, we need to invest in the best people and so were delighted to retain our Investors In People Platinum accreditation, which is something we have held since 2021.

Employee overview



3,311

full-time equivalent
employees



12.7%

voluntary turnover



£2.6m

in total direct
sickness costs



82%

employee
satisfaction



25.4%

proportion of new
employees who
are non-white



Costs

- **3% pay award**
- **£119.6m** total employee costs (including wages/ salaries, redundancy, pension and social security)
- **£183,000** earnings paid to Non-Executive Board Members
- **£28,000** earnings paid to the Chair of the Board (highest paid Non-Executive Board Member)

Housing 21's Chief Executive remains the highest paid employee, broken down as follows:

- £288,000 earnings
- £35,000 pension contributions
- £323,000 total combined costs
- £13.34 cost per household for the Chief Executive*

*Cost per household is calculated by dividing the earnings (not pension contributions) by the number of properties owned or managed by Housing 21 (24,216).





Keeping residents safe

Our priority is the safety and wellbeing of residents. If incidents of antisocial behaviour arise, we are committed to working with residents to bring about satisfactory resolutions.



512 antisocial behaviour cases were reported across both Retirement Living and Extra Care

Retirement Living: 372

73% of Retirement Living cases closed within one month

Extra Care: 140

88% of Extra Care cases closed within one month

Top three themes of antisocial behaviour:

134 cases

related to neighbourhood disputes

124 cases

related to noise disputes

96 cases

related to aggressive behaviour

Get involved and stay up to date

If you've enjoyed reading a summary of our performance and want to stay up to date with what's happening across Housing 21, there are lots of ways you can keep informed:

- **Website:** Our [website](#) has all the latest news, publications and information about us
- **Resident Newsletter:** Each month, we send issue a monthly newsletter to residents keeping them informed of the latest developments across their scheme and the wider organisation
- **Social media:** Housing 21 has three main social media channels:
 - Facebook: www.facebook.com/Housing21
 - Instagram: www.instagram.com/housing21living
 - LinkedIn: www.linkedin.com/company/housing21
- **By email:** feedback@housing21.org.uk (all)
- **Via Trustpilot:** <https://uk.trustpilot.com/review/www.housing21.org.uk> (residents/ partners only)
- **Via Glassdoor:** www.glassdoor.co.uk/Reviews/Housing-21-Reviews-E998163.htm (employees only)

Give us a 'like' and 'follow' to keep up to date with what's happening at schemes across the country and join in with the conversation.

Alternatively, we would love to hear from you. Get in touch with your feedback:



If you require this document in any other format, including Braille, audio or another language, please contact the Communications Team:

communications@housing21.org.uk

For more detailed information about Housing 21's annual performance for 2025/2026, scan the QR code to check out our website to read our:



- Financial Statements
- Complaints report
- Quarterly Performance reports
- ESG report
- Gender Pay Gap report
- Cohousing Strategy

Housing 21

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Regulated by the Regulator of Social Housing Reg. No. L0055

Community Benefit Society FCA Reg. No. 16791R / Chief Executive: Bruce Moore



INVESTORS IN PEOPLE
We invest in people Platinum

