



**Annual Report**

**2024/25**





Front cover: Yvonne Haines, Community Development and Project Worker with Mo Morris.

Inside front cover: Boy attending a Carers Support Service community event.

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# Welcome

## Introduction from our Chair and Chief Executive

We would like to begin by expressing our heartfelt thanks to all our customers and colleagues at Alliance Homes for their support as we deliver improved services for our customers.

This year has been about listening more closely, understanding more deeply, and acting with greater clarity on feedback from our customers. In this, we've focused on building stronger relationships with our customers, and improving the services they rely on, and we've seen positive results. Overall, customer satisfaction across our services has risen by 6%, including satisfaction with our repairs service and the overall value that customers feel they receive for their rent.

Last year, we committed to improving our repairs service and we've made huge strides – reducing wait times, improving first-time fix rates, and increasing consistency in the quality of repairs. We have also strengthened our complaints handling. There's still more to do, particularly on repair times but the introduction of 'lessons learnt' sessions, reviewed at Board level, is now helping us spot themes and make improvements that go beyond individual cases.

One of the biggest changes this year has been the shift in how we listen to and act on customer feedback. We worked alongside customers to create a new framework, setting out how customers can get involved depending on their preferences. The Customer Scrutiny Panel, has also been working with an independent advisor to support them in their work of scrutinising services and making recommendations to the senior team and the Board based on their findings.

We've also invested in our digital services – at the end of March 2025, more than 1,900 customers are using Connect, our 24/7 portal, after it was fully launched to all our customers in summer 2024. We'll continue to expand and improve the platform over the coming year.

Our support services have reached over 6,500 people this year, helping with everything from hospital discharge to energy advice. These services have helped to improve the quality of customers lives and secured more than £2.2 million in financial support for customers.

We've built 158 new homes this year, nearly half of which are EPC A-rated, and we've laid the groundwork to deliver even more in 2025/26. We've invested in improving our existing homes too, with satisfaction rising and more planned improvements delivered than ever before. And through our Warmer, Greener Living programme, we've helped reduce fuel bills, improve health, and lower carbon emissions, vital steps on our journey to becoming a net zero organisation.

We've continued to invest in our colleagues through training, development and wellbeing initiatives that help people thrive at work. We were proud to be recognised again as a Great Place to Work® and as one of the UK's Best Workplaces™ for Women and wellbeing. This is a reflection of the culture we endeavour to build at Alliance, where we value inclusion and wellbeing, and where we support colleagues to develop.



As we look ahead, our priorities remain clear. We will continue to focus on improving those services that matter most to our customers. We'll build on the progress we've made in the repairs and complaints service by continuing to improve the quality, consistency and responsiveness of these services. We'll use insights from our Life Through Your Lens project to shape services based on customers' individual needs, and we'll continue to invest in making homes safer, warmer and more energy efficient. We will also strive to deliver even more much-needed new affordable housing and work closely with customers to shape improvements across our neighbourhoods.

The support and involvement of our customers, colleagues and partners has been key to the progress we have made, and we look forward to continuing to work with you over the coming year.



**Andy Willis**  
Chair of the Board

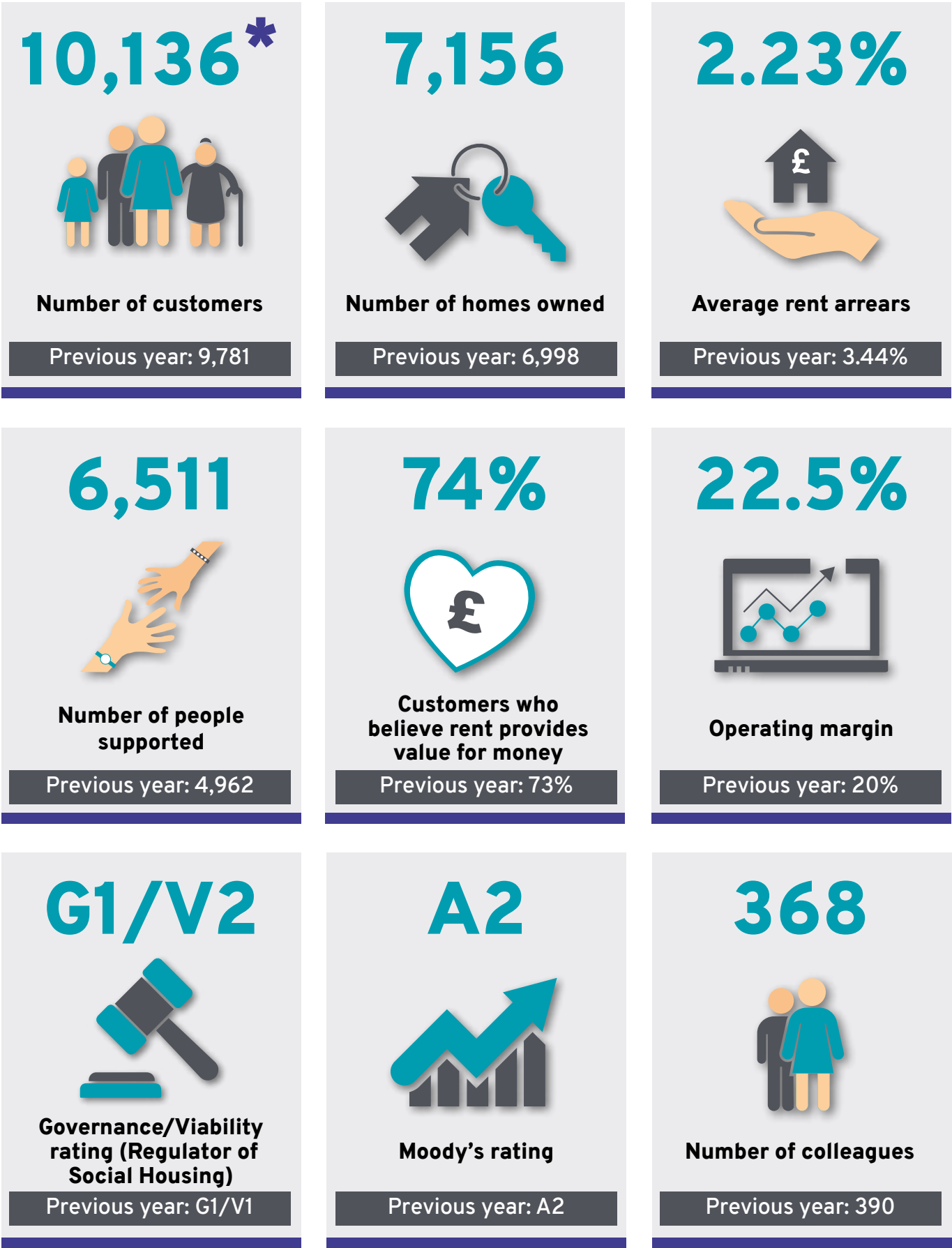


**Louise Swain**  
Chief Executive



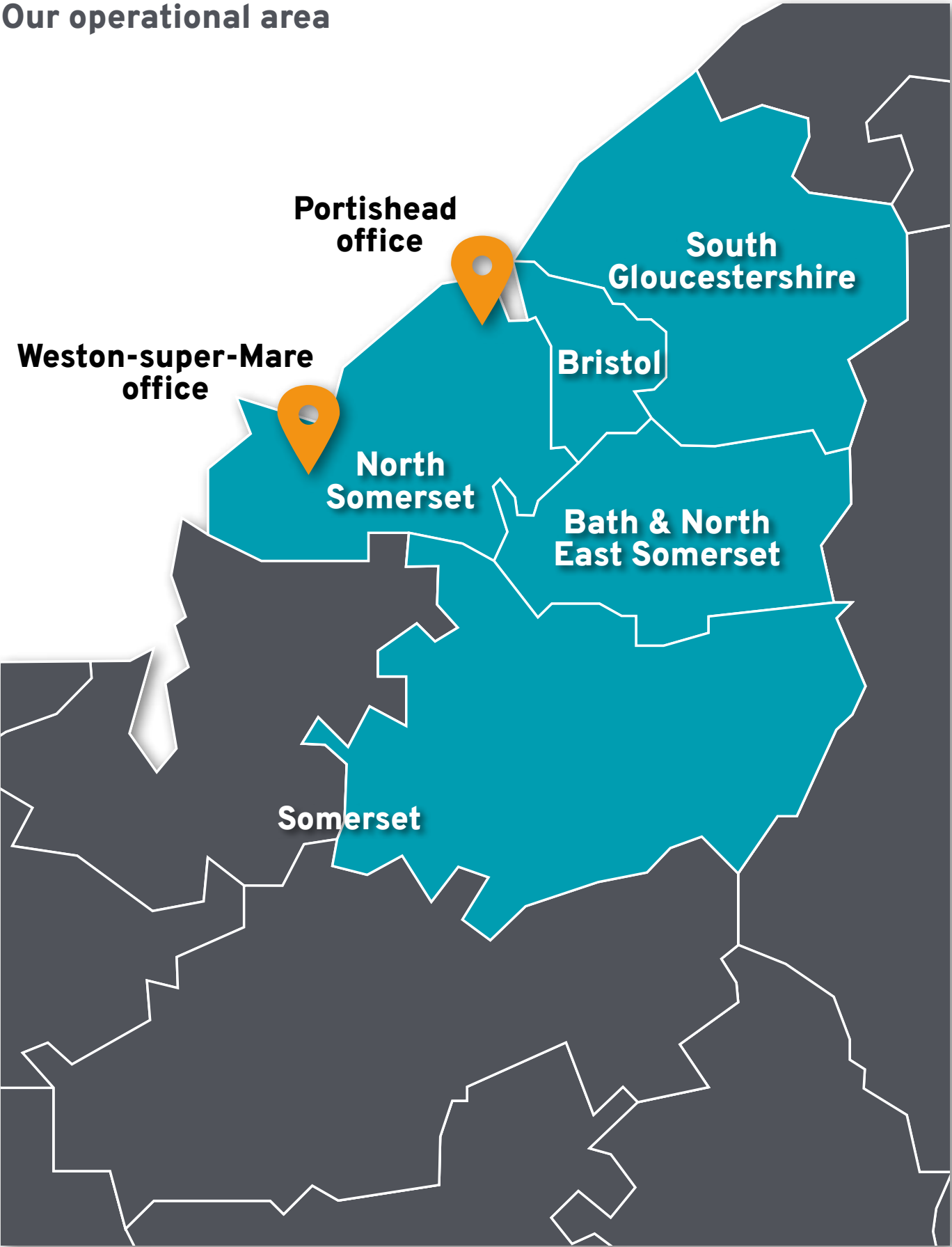
**Louise Swain, Chief Executive and Andy Willis, Chair of the Board.**

# Alliance Homes at a glance

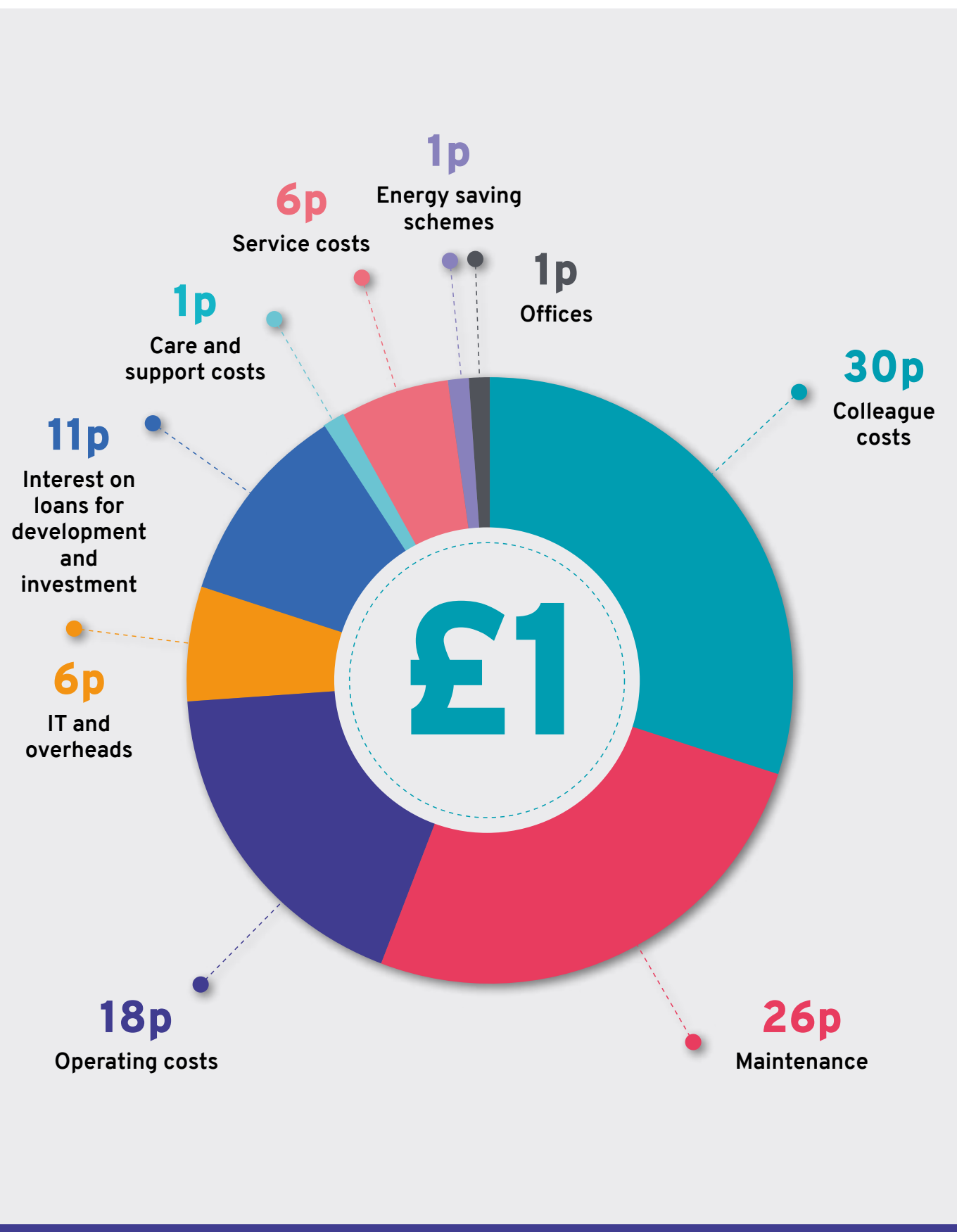


\* This number includes Alliance Homes tenants and their household members, shared owners, leaseholders, and customers of our support services.

**Our operational area**



# How we spend the pound 2024/25





# Director’s remuneration and management costs

The following table shows director’s remuneration and management costs relative to the size of Alliance Homes during the financial year 2024/25. This is based on the number of homes managed by Alliance, not including leasehold homes.

	Cost per home
<b>Remuneration payable to the highest paid director relative to Alliance's size.</b>  For the purposes of this calculation ‘Director’ means the members of the governing body and the Chief Executive.	<b>£22.54</b>
<b>The aggregate amount of remuneration paid to directors relative to Alliance's size</b>  For the purposes of this calculation “Directors” means the members of the governing body, the Chief Executive and any member of the Senior Leadership Team.	<b>£115.40</b>
<b>Management costs relative to the size of Alliance</b>	<b>£1,413.66</b>



Elm Grove development, Nailsea.

# Plan A 2.0 2022-27

Plan A was launched in 2017 and set a new direction for Alliance Homes. The strategy set out the organisation’s ambition to build more homes and deliver a great service for our customers. Plan A 2.0 is an evolution of this strategy, and this review of the year has been structured around our new strategic areas of focus.

### Who we are

We’re a housing association that exists to make a positive difference to people’s lives.

### Why we exist

To create great places to live that our customers are proud to call home.

### Our focused five strategic priorities



**Delivering a great customer experience**



**Building more affordable homes**



**Being a green and ethical business**




**Investing in existing homes and neighbourhoods**




**Being a great place to work**

### Our values




**Ambitious for all**




**Genuine**



**Awake to opportunity**



**Make the difference**



**Effective**

### Our principles

- Leading with our values
- Putting customers at the centre of everything we do
- Being a trusted partner
- Embracing innovation, change, technology
- Being commercially adept and financially resilient



Charlton Gate development, Brentry.



# Delivering a great customer experience

## Tenant Satisfaction Measures 2024/2025

The Tenant Satisfaction Measures (TSMs) show how well Alliance Homes is performing in areas that matter most to customers. These measures are set by the Regulator of Social Housing and are designed to give customers a transparent view of our performance.

There are 22 TSMs in total: 12 are gathered by asking customers their opinions on our performance, while the other ten are collected from our own management information. The measures are grouped into categories, such as repairs, building safety, and customer engagement. We've placed each category in the relevant section of this report and shown how our results compare with last year.

Read the full results in our TSMs Report at: [www.alliancehomes.org.uk/TSMs](http://www.alliancehomes.org.uk/TSMs).



Resident enjoys hand massage during a community event.

**Overall customer satisfaction  
(tenants)**

**73.8%**



**Performing  
better than last  
year**

**TP01**



## Customer feedback from transactional surveys

In addition to TSMs, we also use transactional surveys to gather customer feedback. These are sent to customers shortly after they receive a specific service – like a repair or moving into one of our homes – so the experience is fresh in their minds. This gives us a more immediate view of how well we're doing in that moment.




While TSMs reflect overall customer perceptions – along with our management information – over the past 12 months, transactional surveys focus on individual experiences. We've included both types of feedback in this report to give a fuller picture of how we're performing.



Michael Williams, Community Investment Manager and Cath Pullin (now Cath Stenson), Service Director for Customer Service Operations talking to customers.

## Listening to customers

### Respectful and helpful engagement

Tenant satisfaction measure	Results	Compared to last year
Satisfaction with how we listen to customers' views and act upon them (tenants) TP06	63.8%	 Better than last year
Satisfaction with how we're keeping customers informed about things that matter to them (tenants) TP07	68.9%	 Better than last year
Proportion of respondents who agree that we treat them fairly and with respect (tenants) TP08	77.4%	 About the same as last year

## Customer engagement

We listen to customers in many different ways, from surveys and consultations to compliments, complaints, and everyday conversations. Whether it's through our online community Hive, transactional surveys, or face-to-face engagement, every piece of feedback helps us improve.

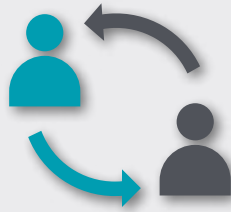
One of the ways customers get more involved is through our Customer Scrutiny Panel (previously called the Customer Feedback Panel). This group works alongside our senior leaders and Board, offering insight and challenge to help shape the services we deliver.

We carry out surveys at key moments, such as after a repair, when someone moves into a new home, or after receiving support services, to understand how customers feel about their experience with Alliance Homes. We also run consultations on specific topics and give customers opportunities to get involved in shaping policies and services.

To show how we're acting on what customers tell us, we've launched a new permanent section on our website called 'You said, we did'. It brings together customer feedback from across all channels, including surveys, complaints, and consultations, and shows what we've done in response. You can find out more at [www.alliancehomes.org.uk/you-said-we-did](http://www.alliancehomes.org.uk/you-said-we-did).



35\*



Number of consultations

430



Number of customers  
attending engagement  
consultations

\* Data collection began in August 2024



Vickie Allen, Service Charge and Energy Business Partner talking to customers.

## From feedback to scrutiny

Throughout 2024/25, the Customer Feedback Panel worked with customer engagement specialists, Tentacles Consultancy, to strengthen its scrutiny role and put in place practical ways to help improve our services.

As of summer 2025, the Panel has been renamed the Customer Scrutiny Panel (CuSP) to better reflect its role. It will continue to work closely with our Board and Strategic Leadership team to review our services and share feedback.

This year, five new members joined the panel, bringing a mix of experiences from different types of homes and communities we serve.

The panel has helped us improve our services by sharing their views on a range of topics, including: Reasonable Adjustments Policy, Messy gardens process, Building Safety Resident Engagement Strategy, Choosing a customer engagement consultancy, Customer Engagement Framework, Sustainability Strategy.

## Customer Engagement Framework

In 2024, we worked with customers and Tentacles Consultancy to develop a Customer Engagement Framework, setting out the different ways customers can get involved, shape our services, and be part of our decision-making.

The Customer Engagement Framework is built around a 'Listen, Shape, Act, Learn' approach and aims to make it easier for customers to understand how they can get involved.

You can read the Customer Engagement Framework at [www.alliancehomes.org.uk/get-involved](http://www.alliancehomes.org.uk/get-involved).

Tentacles Consultancy also reviewed how well our engagement approach is working, to make sure we're meeting the requirements set out by the Regulator of Social Housing. The findings will help shape our customer engagement approach for 2025/26.

## Growing our engagement offer

Alongside this, we've expanded our Customer Engagement team and introduced a Customer Engagement Coordinator role, focused on working more closely with customers living in our age-restricted schemes.

Over the year, the team ran 35 engagement events and connected with 430 customers from different backgrounds and living in a range of Alliance Homes properties, through a mix of activities and channels – from suggestion boxes to community catch-ups.

Looking ahead, we are continuing to grow our customer engagement offer. We'll be introducing a Customer Complaints Panel, setting up a Resident Sustainability Group, and expanding our Estate Champions scheme, giving more residents the chance to shape how grounds maintenance and cleaning services are delivered where they live.



Our Customer Scrutiny Panel members



# Hive - our online customer community

We’re committed to involving customers in shaping our services, and one of the ways we do this is through Hive, our online community of 667 customers.

Hive gives members the chance to share their views on policies, influence strategies, and contribute ideas through surveys and discussions, all at a time that suits them. It’s a flexible and accessible way for customers to get involved and share what matters most to them.

In 2024/25, we carried out 18 consultations through Hive on a range of topics. Here are just a few examples of how customers have helped improve our services.

Sustainability Strategy	Reasonable Adjustments Policy
<p>As part of our Plan A 2.0 goal to become a “Green and Ethical Business”, we asked Hive members how we could support communities to become more sustainable and help customers reduce their environmental impact.</p> <p><b>Customers said:</b></p> <p>Sustainability is important, but clearer language and more practical advice would boost engagement.</p> <p><b>What we did:</b></p> <ul style="list-style-type: none"><li>• Simplified technical terms and added explanations for words like ‘retrofit’ and ‘net zero’.</li><li>• Launched a pilot project to help customers optimise their heating systems for better energy efficiency.</li><li>• Used the feedback to shape our first Sustainability Strategy, published in March 2025. Read the strategy at: <a href="http://www.alliancehomes.org.uk/sustainability">www.alliancehomes.org.uk/sustainability</a></li></ul>	<p>Hive members reviewed our new Reasonable Adjustments Policy, designed to ensure our services are accessible for all customers.</p> <p><b>Customers said:</b></p> <p>The policy was well-received, but:</p> <ul style="list-style-type: none"><li>• It was too text-heavy and could benefit from simpler language.</li><li>• It needed clearer section headings.</li><li>• A shorter, customer-friendly leaflet alongside the full policy would be helpful.</li></ul> <p><b>What we did:</b></p> <ul style="list-style-type: none"><li>• Simplified the language.</li><li>• Improved the layout for easier reading.</li><li>• Created a summary leaflet to accompany the full policy.</li></ul>

## Staying connect through Hive: Marty's experience

Marty Moore, who lives in Claverham with his wife Claire, their parrot Charlie, and their degu Cagney, has been a part of Hive for two years. Marty lives with fibromyalgia and other health issues, which makes it hard to get out and stay involved in community life.

Hive has given him a way to stay connected and make a meaningful contribution to Alliance Homes services and the way they're delivered. He's taken part in several consultations and feels his views – especially around accessibility and vulnerability – have been genuinely listened to.

For Marty, Hive is more than just a platform for feedback – it's a way to feel respected and included. He encourages other customers to join and have their say in shaping the services that matter to them.

### Join the conversation of Hive!






Want to get involved? Visit [hive.alliancehomes.org.uk](https://hive.alliancehomes.org.uk) to find out more and become a member.



Marty Moore, with his pet parrot, Charlie.

## Customer feedback

### Effective handling of complaints

Tenant satisfaction measure	Results	Compared to last year
Satisfaction with how we're handling complaints ( <b>tenants</b> ) <b>TP09</b>	<b>40.6%</b>	 Better than last year
Number of stage one complaints per 1,000 homes <b>CH01 (1)</b>	<b>89.3</b>	 Better than last year
Number of stage two complaints per 1,000 homes <b>CH01 (2)</b>	<b>15.2</b>	 Worse than last year
Stage one complaints responded to within the Complaint Handling Code timescales <b>CH02 (1)</b>	<b>55.2%</b>	 Better than last year
Stage two complaints responded to within the Complaint Handling Code timescales <b>CH02 (2)</b>	<b>74%</b>	 Better than last year

We welcome all types of feedback - whether it's a compliment, formal complaint, or a comment in our transactional surveys. Hearing from customers, especially when something hasn't gone right, helps us learn and do better.





Kate Purchase and Josh Kutlay, Customer Experience Advisors.

## Handling complaints effectively

Our Feedback team continues to go from strength to strength, building on the centralised complaints model we introduced in 2023/24. This approach has helped us improve communication, reduce the number of colleagues customers need to speak to, and make sure every complaint has clear ownership.

Between April 2024 and March 2025, we received 815 complaints, compared to 1,050 the previous year. This improvement is partly due to changes we've made across the organisation in response to customer feedback but also reflects a change in reporting. Following the end of our repairs partnership with Bristol-based housing association Brighter Places at the end of March 2025, we now report only on complaints from Alliance Homes customers.

815



Customer complaints

Here's a breakdown of complaints received in 2024/25:

679



Stage 1 complaints

55.2%

within the Housing Ombudsman target of 10 working days

118



Stage 2 complaints

74%

within the Housing Ombudsman target of 20 working days

We know there's more to do to meet response time targets, and we're working hard to improve. We're continue to hold regular 'Lessons learnt' sessions with service managers to address common complaint themes, and our Board and Strategic Leadership team review complaint trends every quarter.



Here are some of the things we’ve changed based on what customers told us:

Empty homes	Damp and mould
<p>Customers told us our <b>empty homes standard wasn’t good enough</b></p> <p>We reorganised and expanded the team, increasing capacity to carry out post-inspections on every property and complete final-day visits to make sure that homes are meeting the standards our customers expect.</p>	<p>Customers said we need to <b>do more to tackle this issue.</b></p> <p>We expanded our dedicated Complex Works team to better support customers dealing with damp and mould, and updating our Damp and Mould Policy to meet the requirements of Awaab’s Law, which comes into effect in October 2025 to protect residents from health risks.</p>

You can read more in our Complaints Performance and Service Improvement Report 2024/25 at: [www.alliancehomes.org.uk/complaints](http://www.alliancehomes.org.uk/complaints)



Installing cavity wall insulation to improve the energy efficiency of a customer’s home.

## Celebrating great service

We really value it when customers take the time to share positive feedback about the service they've received. It helps us recognise what's working well and celebrate the colleagues behind the great service.

In 2024/25, we received 324 compliments, appreciating our teams' dedication, care and professionalism.

We make sure these messages are shared with the colleagues involved, so they know the difference they've made.

Here are just a few of the compliments we received from customers:

324



Customer compliments

“

Thank you for keeping me informed about the pathway repair. I'd like to highly praise the operative who carried out the work, they were **professional**, **listened to my needs** and did an **excellent job**.

”

Home Repairs  
Service compliment

“

When I needed support, they were **there**, and they arranged to come out to see me.

”

Complaints  
team compliment

“

Gemma who I spoke to was very polite and **listened to what I was saying**.

”

Complaints  
team compliment

“

The operative was amazing! They were **kind, helpful**, and **professional**. He visited twice and was very **accommodating of my individual needs**, while also being excellent at his job.

”

Home Repairs  
Service compliment

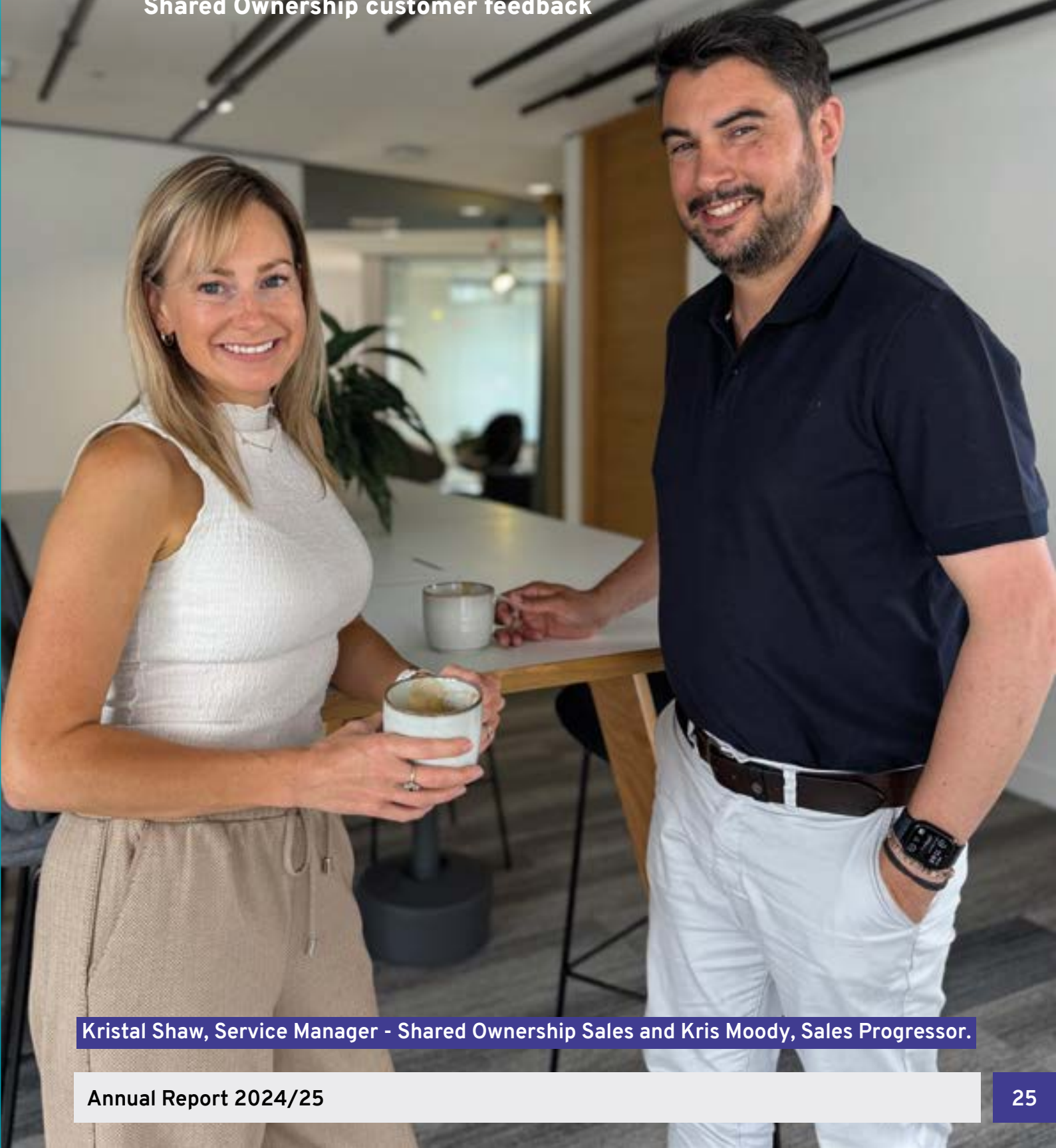


“

Kristal and Kris were a pleasure to deal with – **professional, friendly, and always responsive.** They kept me updated throughout and made sure everything ran smoothly. **Excellent customer service, thank you both!**

”







Shared Ownership customer feedback



Kristal Shaw, Service Manager - Shared Ownership Sales and Kris Moody, Sales Progressor.

# Home Repairs Service

## Keeping homes in good repair

Tenant satisfaction measure	Results	Compared to last year
Satisfaction with repairs <b>TP02</b>	<b>78.3%</b>	 Better than last year
Satisfaction with time taken to complete the most recent repair <b>TP03</b>	<b>70%</b>	 Better than last year
Satisfaction that the home is well maintained <b>TP04</b>	<b>72%</b>	 Better than last year
Proportion of homes that do not meet the Decent Homes Standard <b>RP01</b>	<b>0.5%</b>	 About the same as last year
Proportion of responsive repairs completed within the target timescale. <b>RP02 (1)</b>	<b>56.2%</b>	 Better than last year
Emergency repairs completed within the target timescale <b>RP02 (2)</b>	<b>78.5%</b>	 Worse than last year

**25,970**



**Number of repairs**

**87%\*** 

**Overall satisfaction with repairs**

**75%\*** 

**Customers who reported that the repair was a fixed first time**

**91%\*** 

**Customers who reported that their operative treated their home with respect**

**75%\*** 

**Customer satisfaction with time taken to complete their repair after reporting**

\* Results from our transactional surveys

## Improving our repairs service

This year we've made big improvements to our repairs service by putting customers at the heart of how we work. As a result, we've improved most of our repairs scores this year, and customers are telling us they're more satisfied with our service now.

### Cutting wait times

One of the main reasons for this improvement is that repairs are now being completed more quickly. At the start of the year, we tackled our backlog of repairs by bringing in external contractors. This helped us to significantly reduce our backlog of repairs and reduce wait times.

We've also made changes to how we work, which means more repairs are fixed on the first visit. By working closely with our internal teams and suppliers, we've found better ways of doing things.

We trained our Alliance Contact team (ACT) to better identify the type of repair needed when speaking to customers. This means our repairs operatives arrive better prepared, with the right parts and enough time to complete the job on the first visit.

Managers now have better access to real-time data about their teams and van stock, which has given them a better understanding of each operative's ability to respond. This helps them plan more effectively and make sure operatives have what they need before heading out.

Closer collaboration with our suppliers has also helped us improve efficiency. By letting suppliers know what our upcoming needs are, they can keep the right stock ready for our teams.

### Focus on quality

We've introduced a new quality checking process to make sure more repairs meet our standards the first time. This focus on quality has been supported by changes in management, giving teams more ownership of their work. Managers have been given more flexibility to adapt services to better meet customer needs, with clear expectations in place.

We've developed new reporting systems to help us better track and improve our performance. These metrics are shared with the whole team, helping everyone understand how different working methods affect outcomes and how their individual contributions can make a big difference.

We also restructured our Repairs team and increased our recruitment budget to bring in the right people with the right skills. We now also have more trades colleagues relative to our size because we've chosen to invest in the capacity we needed to deliver a better service.

Finally, this year we ended our repairs and safety compliance partnership with Bristol-based housing association, Brighter Places. This has freed up time and resources so we can focus fully on the services we're delivering to our own customers.

## Going the extra mile: first-time fixes making a big difference

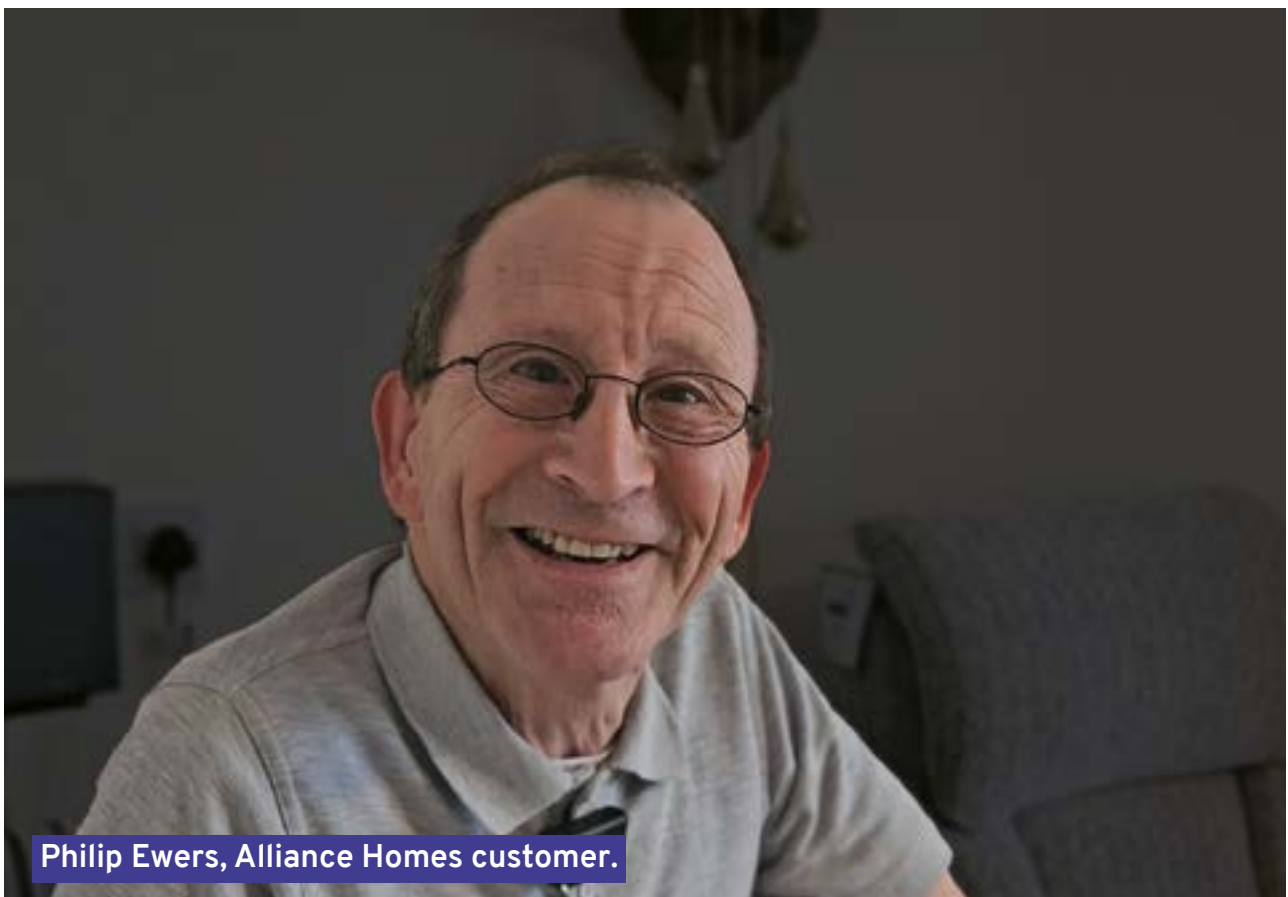
Delivering more repairs on the first visit is something our customers truly value — and by saving our operatives time, it's helping us reduce the number of outstanding repairs.

Gas Engineer James Wotton recently left a lasting impression on residents Philip Ewers and his wife.

Philip said: *"We're so grateful to James — he was incredibly efficient. He came to fix our heating system, but didn't stop there. He spotted other issues and took the initiative to fix them on the spot, saving us the trouble of reporting future repairs and waiting for another visit."*

James didn't stop at two fixes. He noticed another job already logged in the system — a radiator relocation — and took charge of that too. He assessed what was needed, ordered the parts, and made sure everything was in motion, all during the same visit.

*"He took responsibility for so many things all at once," Philip added. "It was impressive how he resolved multiple issues in one go. We're so pleased to have everything dealt with so quickly."*



Philip Ewers, Alliance Homes customer.



## “It’s more than repairs, it’s understanding”

When KW, an Alliance Homes customer who uses a wheelchair needed an emergency repair, it wasn’t just the fix that made a difference – it was the empathy and reassurance she received.

After hearing a loud bang, the customer discovered the floor in her hallway had dropped. Unable to act from her wheelchair, she felt extremely anxious.

*“I was very nervous when I called Alliance, but I was reassured right from the start. I spoke to a lovely lady who was very calming. She promised someone would come out that same day.”*

Within an hour, operative Ashley Alloway arrived.

*“He was friendly and efficient. He took the time to explain what he was doing and why and made sure I was happy with the repair before he left. I was so pleased – not just with the repair, but with how he handled everything. My home felt secure again.”*

KW really appreciated the care shown by Alliance colleagues throughout the experience:

*“It’s about more than just the repairs, it’s about understanding customers. That’s so important for someone like me who struggles with anxiety. I’ve come away from this experience feeling confident that I can ask Alliance for help, because they really do listen and understand that people with disabilities, including anxiety, sometimes need that extra reassurance.”*



Ashley Alloway, General Maintenance Operative.

## Damp and mould – preparing for Awaab’s Law

Our Complex Works team has continued to build on the progress made since it was established in 2024. With a bigger team and increased budget, we’ve been able to visit and resolve more reported cases of damp and mould than ever before, delivering higher-quality fixes.

Over the past year, the team has also been preparing for the introduction of Awaab’s Law – a new regulation named in memory of Awaab Ishak, which requires housing associations to respond to damp and mould issues within specific timeframes.

To make sure we’re ready, we’ve developed processes to meet all required deadlines. We are also working to clear our existing backlog of damp and mould cases by September 2025, supported by expanding the team further and increasing the use of contractors.

### Tackling hidden damp

During one of our regular Home Improvement surveys, our team uncovered significant damp issues in the home of Hazel Baldwin and her daughter. The problems, hidden beneath the floorboards, were not immediately visible and Hazel was unaware of the extent of the issue.

Following a detailed inspection, our Complex Works team determined that the best course of action was a full renovation. Given the scale of the work required beneath the floors and the home’s eligibility for upcoming improvements, we proposed a complete refurbishment.

We worked closely with Hazel to arrange a temporary relocation while we tackled the root cause of the damp. During this time, we carried out a full rewire, replastering, and installed new flooring, a brand-new kitchen and a modern bathroom.

*Hazel shared her experience:*

*“I knew my home needed work, but I didn’t know about the damp issue, I’ve been really pleased with their response and how my home looks now.*

*“The team gave me full control throughout – they didn’t just tell me what I was getting. I had a say in the design, the fittings, and the colours.*

*“The kitchen is the heart of the home, and I spent a lot of time getting it just right. My daughter, who’s very artistic, chose warm tones, and together we picked out the door styles, handles, worktops, and flooring.*

*“I had a few extras in mind that weren’t part of the standard spec, and the team were brilliant – they let me pay the difference so I could have the oven and hob I really wanted. I’ve never had a dishwasher before, so I bought one and the team even built a space for it.*

*“Throughout the renovation, they kept me informed at every stage. I always knew which trades were coming and when, I felt completely in control. They listened to my requests and did everything they could to accommodate them.*



“

It's made such a difference – not just to my home, but to how I feel. For the first time in my life, I've been able to choose what goes into my home. I feel settled, grateful, and privileged. I love this place. My home is perfect.

”

Hazel Baldwin, Alliance Homes customer.



## Letting our homes

We want our customers to thrive in their new homes, and a key part of that is making sure homes go to the right people at the right time. This includes supporting customers to downsize and move into homes that better suit their needs.

We're working closely with North Somerset Council to support customers who are under-occupying – living in homes larger than they need. By helping them move to more affordable and suitable homes, we're also freeing up much-needed larger family homes.

Throughout 2024/25, we've reduced the average time it takes to relet a property from 67 days (April - September 2024) to 65 days by March 2025. This improvement has reduced rental income loss to 2.33%, enabling us to reinvest more in our services and existing homes.

Improvements to our Empty Homes process have also played a key role in speeding up lettings and getting homes ready for new tenants more quickly.

We remain committed to tackling the housing and homelessness crisis in our region. Last year, we provided temporary accommodation to 36 households, giving them a safe and secure place to stay while they waited for long-term housing.

667



**Number of new lettings**

78%\*



**New tenant satisfaction**

\* Results from our transactional surveys



Charlton Gate development, Brentry.

## Looking after our neighbourhoods

We believe that being able to thrive in your home also means feeling safe in your neighbourhood. That's why we're committed to making sure our customers feel safe and welcomed.

Our Community Safety team, Community Environment Officers and Tenancy Officers work closely with customers to address issues impacting their lives.

## Keeping our communities safe

462



**Reports of anti-social behaviour received**

417



**Reports of anti-social behaviour closed**

### Reports of anti-social behaviour by case type:

**Domestic abuse:** 91

**Drugs:** 74

**Criminal behaviour:** 138

**Noise:** 154

**Race-related:** 3

**Animal welfare:** 2.

Over the past year, we have responded to 462 cases of anti-social behaviour, ranging from domestic abuse to noise-related issues, as well as criminal behaviour including county lines and drug use. We also offer support to those affected.

In cases where anti-social behaviour was extreme and support efforts were unsuccessful, we carried out four evictions and were awarded one suspended possession order.

An important part of our approach to tackling anti-social behaviour is working in partnership with agencies and organisations like Avon and Somerset Police and North Somerset Council.

## Week of Action across North Somerset

As part of Resolve UK's national anti-social behaviour (ASB) Awareness Week, our Community Safety team joined forces with local partners for a week of action in Pill, Weston-super-Mare town centre, and Bournville.

This was a chance to talk directly with local residents about their concerns, share how we can work together to address them and show how our multi-agency approach helps build stronger, more connected communities.



## Priory Bike Project

In July 2024, we supported the Priory Bike Project in partnership with the Worle police team and Priory Community School. The initiative helps school children learn to repair and maintain bicycles, promoting practical skills and community engagement.

Alliance Homes donated £500 to help fund the project. With the support of our customers, we also collected and distributed old and unused bicycles for the students to work on.



Alliance Homes' Community Safety team.

## Tackling noise complaints

We've introduced a refreshed noise reporting process that makes it easier for customers and the Community Safety team to distinguish between serious noise disturbances and everyday household sounds. This empowers customers to self-monitor and report concerns more easily.

As a result, we're now focusing resources where they're needed most, resolving serious noise complaints more quickly and effectively.

## Caring for our communities

It's been a busy year for our Community Environment team, who work hard to keep our neighbourhoods clean and welcoming. Over the last year, we've welcomed new colleagues and restructured the team to respond more effectively to local needs.

**In the last year, the team has:**



## Pests and infestations

In July 2024, we introduced our Pests and Infestations Policy, which sets out how we deal with and help prevent pest problems. The policy recognises that some customers face psychological or financial barriers in managing pest issues, and that delays can make things worse. That's why we're committed to supporting vulnerable customers, backed by our Reasonable Adjustments Policy, which describes how we can adapt our services to better meet the needs of our customers.






We also know that pest problems are often linked to other challenges, like hygiene, structural problems, or environmental neglect. To tackle this more effectively, we're developing a Neighbourhood Strategy that promotes a joined-up approach to support customers and prevent problems from escalating.

## Supporting customers affected by hoarding

We've seen a rise in hoarding cases, which can have a serious impact on individuals, families and the wider community. Hoarding Disorder is complex and stretched social care services can make it harder to respond effectively.

Our priority is customer safety. To strengthen our support, we plan to recruit a dedicated Tenancy Officer focused on hoarding. This role will help us take a more proactive approach, spotting early warning signs like blocked access or untidy outdoors spaces – so we can offer help before issues escalate.

## Responsible neighbourhood management

Tenant satisfaction measure	Results	Compared to last year
Satisfaction that communal areas are clean and well-maintained (tenants) <b>TP10</b>	<b>66.6%</b>	 About the same as last year
Satisfaction that we make a positive contribution to neighbourhoods (tenants) <b>TP11</b>	<b>61.4%</b>	 Better than last year
Satisfaction with how we're handling anti-social behaviour (tenants) <b>TP12</b>	<b>55.8%</b>	 About the same as last year
Number of anti-social behaviour cases per 1,000 homes <b>NM01 (1)</b>	<b>62*</b>	 Better than last year
Number of anti-social behaviour cases involving hate crime per 1,000 homes <b>NM01 (2)</b>	<b>0.8</b>	 Better than last year

\* In 2024/25, we updated our anti-social behaviour (ASB) reporting to exclude messy garden cases, because these are treated as tenancy issues. This improve reporting accuracy but means the data isn't directly comparable with the previous year.



## Digital transformation

### Connect – putting customers in control

We want our customers to be able to access our services in a way that suits them. That's why we created Connect, our online customer portal.

After piloting Connect with a smaller group of customers at the start of 2024, we launched the portal to all customers in June that year. Connect gives customers instant access to their account information and a range of services – anytime, anywhere. From making payments to reporting repairs and choosing a convenient repairs appointment, Connect puts customers in control.

What really sets Connect apart is that it's available 24/7. Customers don't need to wait for our offices to open – they can manage their tenancy when it works for them.

The response has been positive. More than 1,000 customers signed up in the first month, and by March 2025, that number had reached 1,953. Every week, hundreds of customers log on to book appointments, report issues, pay their rent, and manage their tenancy quickly and easily.

Over the next year, we'll continue to developing Connect, adding new features and improving the experience for our customers.

#### What our customers say:

“

Connect makes a big difference for me, especially with keeping track of my rent and planning my budget. It's easy to use and saves me time, which I really like.

I keep a shortcut on my phone, so it's easy to log in.

Now, I don't have to call Alliance Homes to check my rent and payment schedule. I feel more in control of my home and money, and everything I need is right there.

”

**Clayton Thomas**  
Alliance Homes customer

**1,953**



**Customers signed up  
to Connect**

“

Connect has changed how I manage my tenancy and repairs. All I need to do is log in and it's all there for me. Before, it was confusing and sometimes it took a long time to understand what was going on. But now, Connect makes life simple – it couldn't be easier.

Everything I need is in one spot, and I can access it anytime. Plus, I love having all my documents together and knowing the live chat is there to get me quick answers – it's a huge relief. Overall, I'd say it's a good service and easy to use, even for someone like me who's not great with technology.

”

**Samantha Lee**  
Alliance Homes customer



Volunteers at a support services community event.

## **Building resilience and keeping our systems ready**

This year, we moved our disaster recovery service to the cloud. This means that if a major incident affects our main systems, we can keep services running without disruption. This also reduces the risk of both our main offices and the back-up systems being affected at the same time, helping us stay up and running for our customers, even in an emergency.

## **Cyber secure – keeping customer data safe**

We're proud to have once again achieved Cyber Essentials Plus, a government-backed accreditation that shows our systems are robustly protected against cyber threats. We regularly update our systems and carry out independent tests, we ensure robust security against hackers. This provides our customers with peace of mind, knowing their data is well protected.

## **Improving our housing management system**

During the year, we've made a number of improvements to our housing management software, Cx Housing. We've simplified processes across many areas, including mutual exchanges, setting up newly built homes in the system, and managing new build defects, so teams can work together more efficiently and provide customers with a simpler, faster service.

## **Continuing to invest in our systems**

In the coming year, we'll start the process of combining the two systems that currently hold information about our homes into a single platform, Cx Assets. This will give us a clearer picture of all our homes and make it easier for colleagues to analyse property data. Cx Assets will also link with Cx Housing, helping customer-facing teams to access more information and respond to customer queries more effectively.

We're also upgrading our repairs system, Total, and integrating it with our scheduling systems. The new version will automatically assign each repair to the nearest, best-qualified operative with the right tools and parts. This will reduce travel time and increase the number of repairs we're able to complete on the first visit, and help us carry out jobs more efficiently.

## **Using data to improve services**

Our Data and Insights team has made it quicker and easier for colleagues to capture, access and use data. During the year, they've improved reporting across our key business areas: customers, properties and operations, helping us make better, more informed decisions and deliver services more efficiently .



We've also made big improvements to how teams produce reports, especially in areas like service charges and financial services. This not only reduced the time required to produce reports from nine weeks down to just two but also increased the security of the data as this is now processed by fewer systems.

It can sometimes be difficult to arrange access to customers' homes for important safety checks, such as gas or electrical servicing. To help with this, our Data and Insights team worked with colleagues to identify which customers might be harder to reach. We're now developing better ways to engage with those customers, which will help reduce missed appointments.

Looking ahead, we'll use customer data, including insights from the 'Life Through Your Lens' survey, to build a system that groups customers based on their needs. This tool will enable us to understand how best to serve them and spot potential issues earlier, so we can offer support sooner.

## Life Through Your Lens: understanding our customers better

We want to deliver our services in a way that truly reflects the individual needs of our customers.

To support this, we launched 'Life Through Your Lens', a project designed to help us better understand our customers and their households. We invited everyone to complete a short form, which asked about:

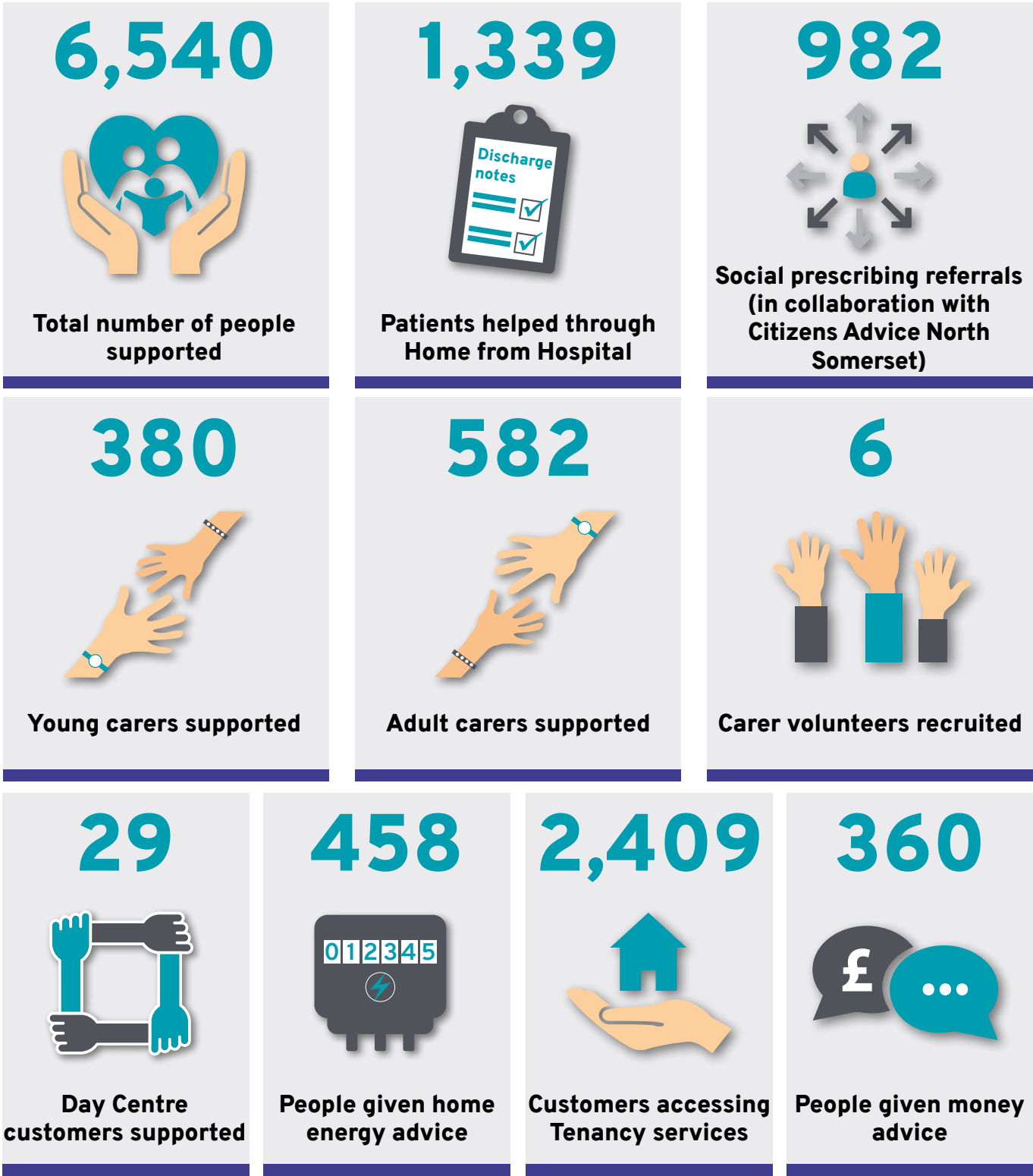
- How they prefer us to communicate with them
- Any health conditions they'd like us to be aware of
- Whether we need to make any adjustments when visiting their home

More than 2,000 customers responded, giving us valuable insights. This information has been securely added to our housing management system and is now helping us adapt our services, making them more accessible, supportive, and responsive to individual needs.



# Supporting our customers

Feeling safe, secure and supported at home is about more than just the property itself. That's why we offer a range of services to help people from across North Somerset when they need it most – whether they live in an Alliance Homes property or not. Last year, we supported 6,540 customers and residents through services that promote wellbeing, independence and financial stability.



## Growing demand

The cost-of-living crisis continues to affect many of our customers, resulting in financial difficulties and food insecurity. This has led to increased demand for our support services. We are also seeing more complex needs among those we help. While statutory social services remain essential, the pressures they face are contributing to the growing demand for our support.

## Helping residents return home safely

Our Home from Hospital service, funded by North Somerset Council, supports residents to return home safely after a hospital stay. During 2024/25, the service expanded to support people discharged from hospitals in Bristol, including Bristol Royal Infirmary and Southmead Hospital, alongside its ongoing work with Weston General Hospital in Weston-super-Mare. In total, our Home from Hospital service supported 1,339 residents, helping to ease pressure on local health services. Through timely discharge, the service is estimated to have saved the NHS around £920,080 in bed day costs.

Here's some of the feedback we received from our Home from Hospital patients

“

The support I received was friendly, helpful and made a real difference. Thank you for the excellent services.

”

“

I received great support during a very difficult time for me and my mother. The advice and kindness we received meant a lot, and we're truly grateful.

”



Sophie Fereday and Helen Parkinson, Alliance Homes' Home from Hospital Facilitators.



## Home Energy Advice Team

Following a successful two-year pilot supported by the Centre for Sustainable Energy, our Home Energy Advice service is now a permanent part of our support offer, making Alliance Homes one of very few housing providers to fund an in-house service of this kind.

The service helps customers with energy advice and issues like damp and mould. In 2024/25, we supported 458 customers and helped them save a total of £117,506 through guidance on energy use and tariffs, debt support, and grant applications.



## Dementia Day Centre

On 1 July 2024, we closed our Dementia Day Centre due to ongoing challenges in maintaining the right number of specialist colleagues to run the service safely and provide the quality of care that customers deserved.

We worked closely with everyone affected to make sure they were signposted to alternative services and sources of support. We're proud of the role the centre played over the years but we also recognise the impact this closure has had on customers, their carers and families. We're now working with North Somerset Council to repurpose the space as a community hub focused on supporting Ageing Well services. The aim is to create a space where local health and voluntary services can come together to meet the needs of ageing residents.

## Caring for carers

Our Carers service helped 962 unpaid adult and young carers in 2024/25, offering respite, support and a platform for their voices to be heard. In addition to running groups, activities, day trips and residentials, the service also contributed to the development of North Somerset's Carers Strategy, a multi-agency plan led by the council. The strategy outlines how different organisations will support carers and sets out six strategic priorities.

## Celebrating Young Carers

In July 2024, our Young Carers service celebrated a proud moment at Reset Weston-super-Mare's Youth Awards Ceremony. Fifteen-year-old Chelsea Cox, who has been supported by the service since 2017, won the Caring Champion award, while the Young Carers service itself was named Children's Support Champions.

Chelsea helps care for her brother, who has autism, and her sister. She was nominated by Carers Service Manager Laura Argrave, who described her as "a great role model – selfless, supportive, and incredibly strong and independent, despite facing tough challenges in her caring role."

On winning, Chelsea said: *"I couldn't believe it when I won! I had a great experience at the event celebrating with other young carers and the Carers service."*



Colleagues from Alliance Homes' Young Carers support service.

## Money advice

£1M



**Benefit applications and  
appeals secured**

£13,700



**Successful charity  
applications**

£1.2M



**Debt advice and support  
handled**

360



**Number of money advice  
cases**

£2.2M



**Total financial outcomes**

Our Money Advice team continues to make a big difference for customers struggling with debt and money worries. In 2024/25, our two accredited advisers supported 360 customers, helping them manage debt, apply for benefits, and access charitable grants. The team's work led to financial outcomes worth more than £2.2 million.

## National recognition

Their impact was recognised nationally, with our colleagues named finalists in the *Financial Inclusion Initiative of the Year* category at the UK Housing Awards 2024.





Alliance Financial Inclusion Team Susan Oldfield and Debbie Ashton.

## Helping H rebuild after a crisis

After a fire forced H into temporary accommodation, she faced multiple challenges – including debt and the loss of her passport.

Through Alliance Homes' Springboard Fund, she was able to cover the cost of a replacement passport. The Money Advice team then helped H open a new bank account and completed a Debt Relief Order to clear her outstanding debts. A benefits check-revealed she was eligible for Pension Credit, which was awarded, along with a backdated payment.

In January, H was able to return to their home, and received support to purchase essential items like a bed, while using her back-payment to buy carpets and flooring. With further support from the Money Advice team, H is now rebuilding her life and is now on a more stable financial footing.

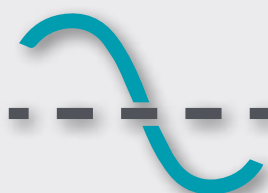
## Supporting customers to maintain their tenancy

**£231,360**



**Rent arrears reductions**

**£505**



**Average reduction per household**

**218**



**Households no longer in rent arrears**

We help customers maintain their tenancy by offering tailored support that tackles issues early and promotes long-term stability. We can also step in during moments of crisis, offering practical help when it's needed most.

Our Income Officers work closely with customers to prevent and reduce rent arrears, offering affordable payment plans, support with benefit applications, and signposting to other services and agencies.

Our proactive approach has led to fewer court referrals, and less than 3.5% of customers owing more than £1,000 at the end of the financial year.



## What our customers have told us:

“

*My Income Officer has been very kind and supportive during difficult times. They've gone out of their way to offer advice, help with benefits, and even made calls to the water provider on my behalf.*

”

“

*Thanks to my Income Officer for being so helpful and patient with my Housing Benefit issues.*

”

“

*Everything was clearly explained and easy to understand.*

”

## Tenant Support and Wellbeing Fund

We offer all our customer access to free, impartial support that's available to them 24/7. The Tenant Support and Wellbeing Service, delivered by Life & Progress, provides in-the-moment and practical support for customers struggling with personal issues like family matters, health and money worries.

In 2024/25, the service saw a 401% increase in usage, supporting 389 customer interactions. We'll continue funding this service in 2025/26.

Find out more about the service and how to use it, at: [www.alliancehomes.org.uk/tsws](http://www.alliancehomes.org.uk/tsws).

## Springboard Fund

The Springboard Fund continues to support customers facing financial crises that put them at risk of losing their tenancy.

In the year 2024/2025, the fund helped 196 customers, with support ranging from the supply of white goods, children's clothing and school uniforms, to car repairs for those who rely on their vehicle for work.

The fund is open to all customers experiencing financial hardship, helping them manage the rising cost of living and maintain their tenancy. It also supports those working towards long-term debt solutions.

Find out more at: [www.alliancehomes.org.uk/springboard](http://www.alliancehomes.org.uk/springboard).



# Building more affordable homes

## Type of homes built by local authority

2024/25	Tenure			
Local Authority	Affordable Rent	Shared Ownership	Social Rent	Total
North Somerset	2	25	63	90
Somerset	10	17	-	27
South Gloucestershire	-	15	26	41
<b>Total</b>	<b>12</b>	<b>57</b>	<b>89</b>	<b>158</b>

Delivering new affordable homes remains a key strategic priority for us and we’re continuing to invest in our development programme, as well as in maintaining our existing homes.

In 2024/25, we delivered 158 new homes, bringing the total number of homes we own and manage to 7,156. This means we’re now providing safe, affordable housing to more people across the West of England than ever before.

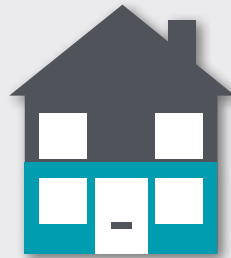
We’re also focusing on making our new homes more energy-efficient, helping customers save on bills and reducing our environmental impact, with the backing of our sustainability-linked loan from Lloyds. As a result, 46% of the new homes we delivered last year secured an Energy Performance Certificate (EPC) A rating. In 2025/26, we’re aiming even higher, with all new grant-funded homes contracted to reach EPC A with support from our future-proof funding allowance.

We’ve laid strong foundations to deliver even more homes in 2025/26, moving closer to our target of 2,000 new homes by 2033.

Next year we plan to deliver 175 new homes across the West of England, including:

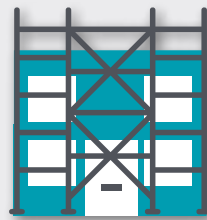
- 52 homes at Elm Grove, Nailsea – a 100% Passivhaus development in partnership with developer Stonewood Homes, North Somerset Council and Homes England
- 8 homes at Marsh Road, Yatton – we’re repurposing land we own to deliver these much-needed new homes with contractor Fisher & Dean and grant funding from Homes England
- 35 homes at Engine Common, Yate and Court de Wyck, Claverham - secured through S106 agreements with developer Newland Homes.

725



**homes already built out of 2,000 by 2033**

320



**future homes in contract or on-site but not yet handed over (as at 1/4/25)**

## Working with developers

Strong partnerships with developers are key to delivering high-quality homes. Here's what some of our partners have said about working with us:

*"The entire team at Alliance have worked with us in true partnership fashion. It's a pleasure to work with an organisation who value openness and pragmatism alongside commerciality. We look forward to a continued relationship with Alliance – working together to deliver more high-quality sustainable homes across the region."*

**James Petherick, Land and Planning Director, Stonewood Homes.**

*"Our first partnership scheme with Alliance was a great success and has since become the foundation of our newly formed Woodstock Partnerships business. The development team at Alliance are professional, approachable, and show strong commercial awareness, which gives us real confidence in working with them. We're excited to continue our collaboration and together, deliver a programme of energy-efficient homes across the West of England."*

**James Hutchinson, Managing Director, Woodstock Homes & Woodstock Partnerships**



Netherton Grange, Nailsea.

## **“It really feels like home”**

### **Finding space and happiness with shared ownership**

Jess Crowley and Curtis Davenport, along with their three-year-old son Parker and baby daughter Lyla, had been renting a small two-bedroom home. It worked when they only had Parker, but once Lyla arrived, they quickly realised they needed more space.

They began searching for a new home but found that buying in their preferred area was out of reach – until they discovered shared ownership with Alliance Homes. It offered an affordable way to get the space they needed without compromising on location.

*“As soon as we saw this house, we knew it was the one,” said Jess. “Everything was lined up for us to move, and the house has been absolutely perfect. Life is much better now, and we’re happier. There’s so much room, which makes everything less stressful. It’s a relaxing place to be, and it really feels like home – even with the kids’ mess!”*

Curtis added: *“I was surprised at how big the garden is! We love how the sun shines over the back. Parker enjoys playing outside, and because the windows at the back of the house stretch all the way across, we can easily keep an eye on him and know he’s safe – something we couldn’t do in our old home.”*



**Jess Crowley, Curtis Davenport and family, Alliance Homes customers.**



## Our 7,000th home means a new start for the Mildon family

This year we celebrated reaching the key milestone of owning 7,000 homes across the West of England.

In December 2024, Samantha and David Mildon and their daughter Bella moved into our 7,000th home in Parish Brook. Their previous privately rented home was small, expensive to heat, and didn't offer the long-term security they needed – especially for Bella, who is blind and has autism and epilepsy.

Samantha said: *"Moving into this house has made such a big difference to our lives – we feel like we've won the lottery, and every aspect of our lives has improved."*

Before the move, Bella experienced multiple meltdowns a day. Now, it's down to once a week, and usually triggered by her epilepsy rather than her environment. The open-plan layout has helped Bella regain confidence in moving around, something she lost after losing her sight.

*"We now also have the space for her to receive medical treatments at home and even room for respite carers to stay overnight," said Samantha. "Our new home has made us all much calmer, happier, and more confident for the future. This is somewhere we can put down roots and really grow."*

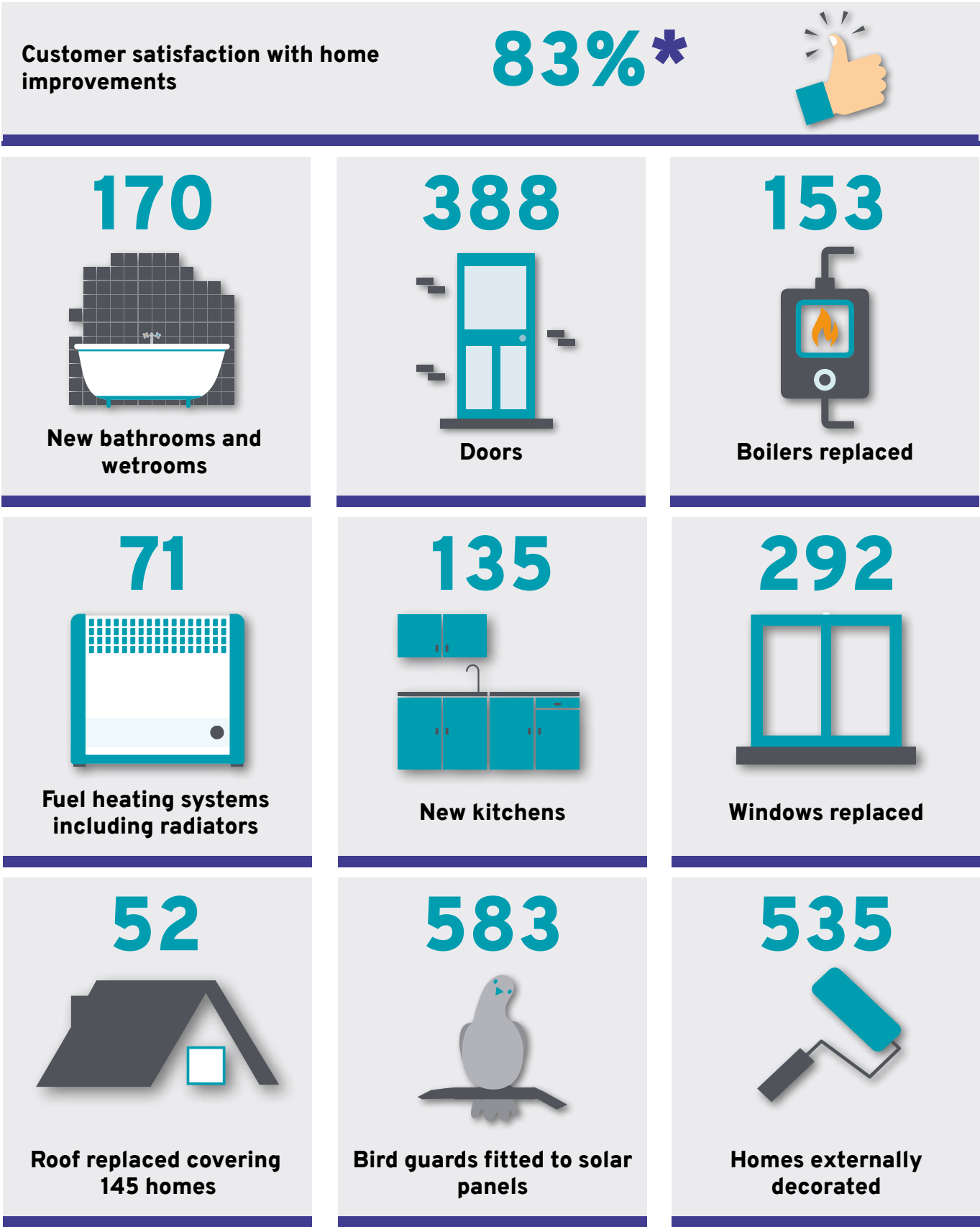


Samantha and David Mildon , Alliance Homes customers.



# Investing in existing homes and neighbourhoods

## Asset management – Improving homes



\* Results from our transactional surveys

We're continuing to invest in our existing homes, making them safer, more comfortable, and better suited to our customers' needs. Compared with the previous year, in 2024/25, we installed 50% more bathrooms and wet rooms, 43% more doors, and 78% more kitchens.

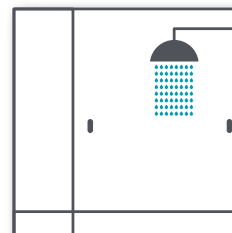
We're proud to have increased the number of home improvements while also raising customer satisfaction from 80% to 83%. This progress reflects a more customer-focused approach, including better communication before, during and after works. When customers share feedback, we take time to understand their experience, find learning points, and use them to improve how our teams and contractors work.

We also made significant progress in reducing our backlog of home improvement surveys, from 1,333 to 631. This was achieved by improving how we contact customers and clearly explaining the benefits of the survey. With more surveys completed, we now have a clearer understanding of our housing stock, helping us to better prioritise improvements for the customers who need them most.

In the coming year, we'll continue to increase the number of home improvements we carry out and strengthen our customer engagement.

## New wetroom is 1,000% improvement

Kymm Stephens is a carer for her partner, Steven Dymock. When we installed a new wet room in their home, it made a huge difference to their daily routine.



Kymm said: *"We were thrilled when we heard our wet room was going to be replaced. I help my partner wash, and our old one just wasn't big enough."*

The team worked closely with Kymm and Steven to tailor the design to their needs – including installing two sliding shower rails to make showering easier.

*"The team who came to fit it were awesome," Kymm added. "Communication was fantastic. Before they started, they gave us a choice of colours and answered all our questions in non-technical language, so we knew exactly what was happening. It was the same friendly team every day, so we always knew who would be in our home."*

*"Now that it's finished, it's brilliant – a 1,000% improvement. It's made life much easier. I've also got another team installing a new kitchen, and they've been fantastic too. I can't wait to start cooking in it!"*

**Kymm Stephens, Alliance Homes customer**

## A kitchen transformation that changed daily life

Carol and Kevin Scott had lived in their home for several years. Following a home improvement survey, we identified that they needed a new kitchen.

The Scotts told us how their new kitchen has improved life for them. Kevin explained how he valued the communication with the team who did the work.

*"From the start, the team made us feel involved," Kevin said. "They visited us, listened to what we needed, and showed us a wide range of colour options. Throughout the work, they kept us informed every day about what was happening, which really put us at ease."*

During the installation, the team discovered a damp issue in one corner and resolved it as part of the job, something the couple hadn't expected but appreciated. *"The workers were brilliant - so respectful and tidy. They made sure our home stayed clean throughout the process."*

Carol added: *"It's so much better than before – more storage, more drawers, and it's much easier to keep clean."*

*"One of the biggest changes for me is that I now have room for a washing machine. I'll still support the community facilities, but having this at home is such a relief, especially in winter."*



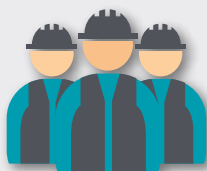
Carol and Kevin Scott, Alliance Homes customers.

## Community Investment

We believe that a home is more than just a place to live, it's about feeling part of a strong, supportive community. Through our community investment work, we aim to create places where people feel connected, safe and able to thrive.

In 2024/25, our Community Investment team partnered with a range of organisations to help deliver £543,394 in neighbourhood investment, including £41,173 in social value contributions through our contractors, which helped fund many of our community projects.

**£41,173**



**Social value secured via  
our contractors**

**£33,302**



**Charitable donations  
delivered**

**£543,394**



**Neighbourhood Investment  
delivered**

## Community Hubs and Our Neighbourhood Network

**13,833\***



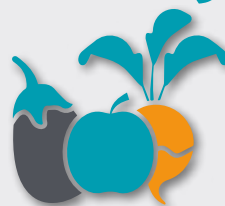
**Attendances at community  
hub and gardens activities**

**1,694**



**Hours volunteered in  
community gardens & hubs**

**309kg**



**Fruits and veg grown and  
distributed**

\* This figure represents total attendances, not individual participants.

In 2024, the National Lottery funding for 'Our Neighbourhood Network' came to end. The project, delivered in partnership with the For All Healthy Living Centre, supported a wide range of community events and hubs, promoting community resilience, improving wellbeing, and combating social isolation across Bournville, Coronation, and Oldmixon in Weston-super-Mare. In 2025, we reapplied for funding to continue the success of the project, with the For All Health Living Centre as the lead partner.



Our community hubs remained busy throughout the year, with 13,833 residents taking part in a range of activities, from social groups to coffee mornings, community events and young people's development, health and wellbeing groups.



## Celebrating Pride in Bournville

Bournville was a flash of colour as hundreds of local residents came together to celebrate Pride. Organised by the local Youth Forum, with support from South Weston Activity Network (SWAN) and Alliance Homes' Community Investment team, the event featured arts and crafts, music, food and entertainment.

Event lead and local resident, Poppy Lakner, said: *"It's great to see so many people come together and celebrate Pride. This is an opportunity for us to make all LGBTQ+ people in the community feel safe and represented."*



Alliance Homes' Community Development and Project Worker, Yvonne Haines with Poppy Lakner, and Alliance Homes' Community Growth Manager, Helen Wheelock.

## Beacon of Hope

In May 2024, Weston-super-Mare hosted the Knife Angel, a sculpture made from thousands of knives, raising awareness of knife crime and its impact on communities.

In response, we worked with North Somerset Council, students from Voyage Learning Campus, and a local artists from WTF Workshop to create the Beacon of Hope.

Inspired by a lighthouse, the sculpture features words chosen by students to reflect their hopes for the community.

The Beacon of Hope was first exhibited at Sovereign Shopping Centre during the Knife Angel's visit, before being permanently installed in Bournville.

To mark the installation, the community came together for a celebration with food, live music, dancing and an official unveiling led by Avon and Somerset Police and Crime Commissioner Clare Moody.

The sculpture now stands as a lasting symbol of the strength, creativity and optimism of the local community.

In response to its installation, many residents shared what 'hope' means to them. One resident said: *"HOPE stands for Helping Others Prosper Equally."*

The project was made possible through donations and social value contributions from our contractors and partners.



Collage of Images from the Beacon of Hope celebration event.



## Christmas Past – memories and art at Tyntesfield

In December 2024, more than 80 customers from our age-restricted schemes helped decorate the National Trust's estate, Tyntesfield, in Wraxall, North Somerset.

The project, *Christmas Past*, was a collaboration with Super Culture, a North Somerset-based arts organisation.

Working with local screen print artist, Zara Emily, our customers created Twelve Days of Christmas-inspired textile artwork, baubles and a book filled with personal Christmas stories shared by our customers and other local residents.

Among them, 87-year-old Sheila who grew up in a home for girls and celebrated Christmas aboard Royal Navy ships, and 74-year-old Andrew who sang carols as a young scout.

Following the project, we worked with Tyntesfield to offer all Alliance Homes' customers free access to the estate from April to August 2025.



**Scan the QR  
code to hear  
Sheila and  
Andrew share  
their memories**



**Sheila, sharing personal memories of Christmas.**





Customers looking at hand-made Christmas baubles at Tyntesfield.



## Growing Together

Our community gardens and allotments support a range of outdoor activities, from Nature Tots, which encourages parents and toddlers to explore the outdoors, to seasonal gatherings and learning programmes. In 2024/25, our gardens and allotments generated 309kg of fresh produce, redistributed across the community. Our outdoor spaces are supported by volunteers, who in 2024-25 gave 1,694 hours of their time, that's 70 days of community support.

### Ben's story as a volunteer

Ben has volunteered at the Growing Together community garden for over three years.

As a full-time carer for his wife, he was first introduced to the community gardens through a four-week respite programme run by our Carers Support service. What started as a short break from his caring duties has turned into a passion for gardening and community.

*"Being able to help out at the community gardens, spend time away from the normal hustle and bustle of being a new dad, and learn new skills has been great for me. Not only have I learnt about gardening, but I've also met some really nice people – like George, one of the community gardeners, and all the residents who come by. This space is a great outlet for everyone, whether they're here with family or just looking for a moment of quiet."*



Ben Gaines, community gardener and volunteer with Alliance Homes' Growing Together project.

## Tackling food poverty

Along with the produce grown in our community gardens, we're tackling food insecurity through a pop-up pantry in Bournville.

In 2025, we launched a 12-week pilot project funded by Shaping Places and delivered in partnership with Purple Sheep Pantry Weston-super-Mare. Each week, food from FairShare UK is distributed to residents, offering members around £25 worth of groceries for just £4.50.

The programme supports those facing food insecurity while helping reduce food waste.

## Social prescribing - improving the health and wellbeing of residents

Through our partnership with Pier Health Group, and in collaboration with Citizens Advice North Somerset, we help local people access non-medical support through our Social Prescribing service. The service is designed to improve the mental health and wellbeing, reduce social isolation, and ease pressure on local health services. In 2024/25, we made 982 referrals, helping people access the right support at the right time. This work is estimated to have saved the NHS £321,114 by reducing GP appointments and avoiding hospital admissions.

Marc Robinson, Alliance Homes Social Prescribing Link Worker says, "My role is all about walking alongside people, helping them to access the support they need, at a pace that works for them."



**982**



**Social prescribing referrals**  
(in collaboration with Citizens Advice North Somerset)

**£321,114**



**Social Prescribing**  
**NHS savings**

**Marc Robinson**

**Alliance Homes Social Prescribing Link Worker.**

## Communities Together Grants – funding local projects

Each year, we work with our customers to fund local projects through our Communities Together Grants, a customer-led programme that ensures the initiatives we support reflect what matters most to our customers.

In April 2025, we awarded £31,702 in funding to 11 projects. These grants supported a wide range of initiatives, including:

- Transport services that are helping older residents stay connected
- Equality, diversity and inclusion programmes, such as support for the LGBTQ+ community and their families
- Refugee services.

The full list of grant recipients is available on our website:

[www.alliancehomes.org.uk/get-involved/communities-together-grants/](http://www.alliancehomes.org.uk/get-involved/communities-together-grants/)

**£31,702**



**Communities Together  
Grants awarded**

## Pill Resource Centre – a boost for local connectivity

One of the recent beneficiaries of our Communities Together Grants is the Pill Resource Centre, which was awarded £3,500 to improve digital connectivity and access to support services for local residents.

Sue Adamson, a volunteer at the Resource Centre, helped with the grant application. She said: *“The funding has transformed the Centre. We’re better equipped to connect people with the information and support they need.”*

The Resource Centre is more than just a place to find information, it’s a hub for the community. Local service providers, including Alliance Homes and the police, use the space to connect with residents.

“

I often come here to spend time with people, chat, and meet with the support services that use the space. I’m looking forward to using the new computers – I’m not a computer whizz, so I’m glad the volunteers are here to help.

”

**Libby Flanagan  
Local resident**

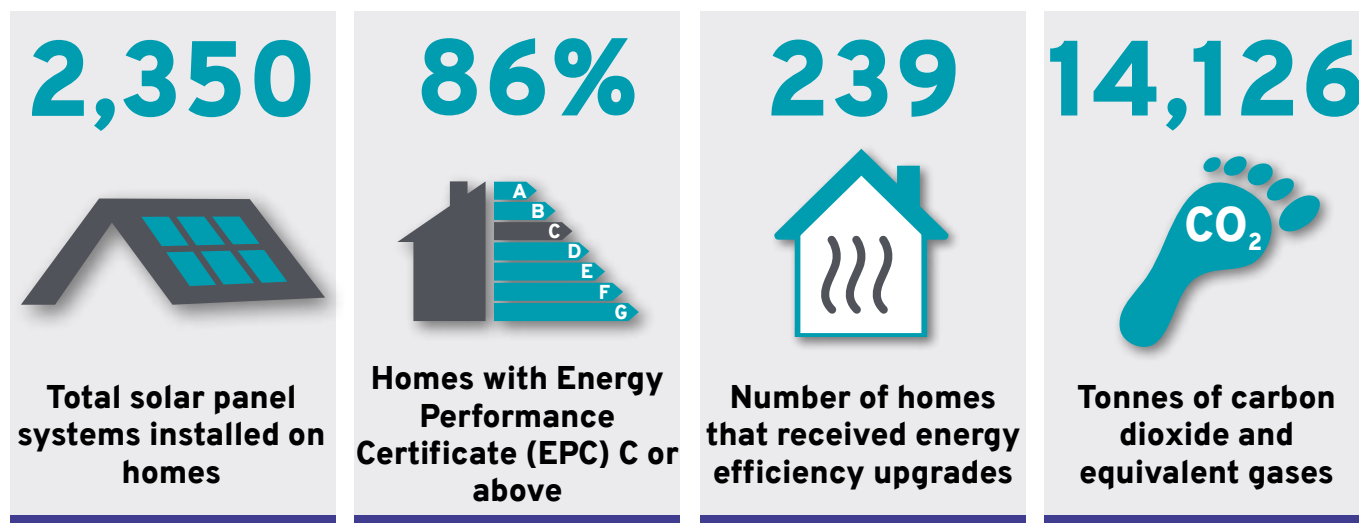




Louise Swain, Chief Executive with resident Libby

# Being a green and ethical business

## Building sustainability



In 2024/25 we've made major strides towards becoming a more environmentally friendly organisation and in making our homes more energy efficient for the future.

At the end of 2024, we created two key roles: Sustainability Manager and Retrofit Project Manager. These roles have helped us step up our environmental efforts and make real progress.

In March 2025, we launched our first sustainability strategy, outlining our vision for a greener, more resilient future. Developed in consultation with customers, colleagues and our Board, the strategy lays the path for us to become a net zero organisation by 2050. It also highlights our ambitions to boost biodiversity and prepare for the effects of climate change.

## Understanding our carbon footprint

Understanding our environmental impact is a key part of our sustainability journey. We worked with sustainability experts SHIFT to get a clearer picture of our carbon footprint. These figures give us a baseline to guide our actions and measure progress.

## Warmer, Greener Living

We're working hard to make our homes warmer, greener and more energy efficient. Through our Warmer, Greener Living project, supported in part by the Social Housing Decarbonisation Fund, we upgraded 239 homes with improvements like insulation and solar panels. This helped reduce the number of homes below Energy Performance Certificate (EPC) C, with 86% of our homes now meeting or exceeding EPC C.

Looking ahead, we've committed £4.3million to continue this work, with an extra £2.9million from the government's Warm Homes: Social Housing Fund. Over the next three years, we'll be delivering upgrades to more than 300 additional homes.



## Designing better homes for the future

We want to build new homes that are sustainable and work well for our customers. That's why our Sustainability team joined forces with our Development team and Bristol-based charity Centre for Sustainable Energy (CSE) on a data collection project.

Customers living in new homes were invited to install discreet devices that track real-time humidity, temperature, and energy use. This data will help us design homes that better meet customer needs in the future.



Elm Grove development, Nailsea.



## Cecilia's warmer, greener home

Cecilia Brookman lives in Worle and benefitted from retrofit upgrades last winter through our Warmer, Greener Living scheme. Her home now has solar panels, cavity wall insulation and loft insulation.

*"The difference has been enormous," Cecilia told us. "The house is much warmer and more comfortable, especially upstairs."*

*"The solar panels have made a big impact on my electricity bills. I use my smart meter to time appliances like the washing machine when the panels are generating the most. It's really satisfying to see how little energy I'm using now."*

*"The changes have also made a real difference to my health. I have congenital heart disease and suffer from chest pains and angina when it's cold. Since the upgrades, I've had fewer pains – it's been a huge health benefit."*

*"I'm really grateful to Alliance. The workers were fantastic – professional, respectful and kept me informed every step of the way."*



Cecilia Brookman, Alliance Homes customer.

## A new chapter for Steve and Lenny

Steve Burge, who is blind and has other health issues, used to live in a home that couldn't be adapted to meet his needs. Now, he and his guide dog Lenny have moved into one of 52 new Passivhaus homes we've delivered at Elm Grove in Nailsea, designed to be highly energy efficient and comfortable all year round.

*"I didn't know what a Passivhaus home was," Steve said, "but it's been brilliant. The solar panels mean my electricity bills have been really low. I had to call the company to check my bill was right when it said it was just £5 for one month!"*

The benefits of living in a Passivhaus home go far beyond lower bills. Steve's new home includes a ventilation system that improves air quality and insulation that keeps the temperature steady, both of which have had a positive impact on his health.

*"My breathing is much better thanks to the ventilation system, and the insulation is highly efficient, meaning there's an even indoor temperature which is great for my condition. Even on the hottest days it's nice and cool inside," he explains.*

Passivhaus design also means Steve can play his drums without disturbing anyone. "With the insulation and triple glazing, the sound can't escape – people tell me they can't hear a thing!"

Most importantly, Steve and Lenny feel more at home than ever before.

*"Both Lenny and I feel much more confident and relaxed. Now we've got more energy to explore. I've got the best of both worlds – a peaceful home that suits my needs and a friendly community where I can build connections."*



## Safety first culture

Keeping customers safe in their homes is one of our top priorities. In 2024/25, we've strengthened how we manage building safety and improved the way we respond to issues when they arise.

We introduced a new role, Building Safety – Service Delivery Manager, to continue our focus on compliance and safety servicing. We also worked closely with customers living in our high-rise buildings to shape our new Building Safety Resident Engagement Strategy, which sets out how we're keeping residents informed and involved in decisions about building safety.

Our fire safety compliance now stands at 100%. This reflects the investment we've made in advanced fire detection systems and building improvements designed to help prevent the spread of fire.

We've made strong progress in reducing the number of outstanding legionella cases. We've assigned a dedicated plumber to deal specifically with these issues, which helped us reduce the number of outstanding cases from 230 to 28.







Looking ahead, we're focusing on reducing non-access for compliance visits. We know there are many reasons why customers might not be able to let us in, so we're looking at new ways to reach out and offer support, to make sure every home benefits from these essential safety checks.



Pat Johnstone, gas engineer.



## Maintaining building safety

Tenant satisfaction measure	Results	Compared to last year
Satisfaction that the home is safe (tenants) <b>TP05</b>	<b>75.5%</b>	 Better than last year
Proportion of homes for which all required gas safety checks have been carried out <b>BS01</b>	<b>99.6%</b>	 Worse than last year
Proportion of homes for which all required fire risk assessments have been carried out <b>BS02</b>	<b>100%</b>	 Better than last year
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out <b>BS03</b>	<b>98.3%</b>	 Better than last year
Proportion of homes for which all required legionella risk assessments have been carried out <b>BS04</b>	<b>100%</b>	 Better than last year
Proportion of homes for which all required communal passenger lift safety checks have been carried out <b>BS05</b>	<b>98%</b>	 Worse than last year

## Building safety resident engagement

In 2024, we developed our Building Safety Resident Engagement Strategy, setting out our commitment to actively involve customers living in high-rise buildings in decisions about building safety.

The strategy was shaped through direct consultation with residents, putting their experiences at the centre of how we plan and communicate building safety matters. We also worked with our Customer Feedback Panel (now known as the Customer Scrutiny Panel) who helped us refine the strategy further – simplifying the language, adding a glossary of terms, and making sure it's accessible to everyone.

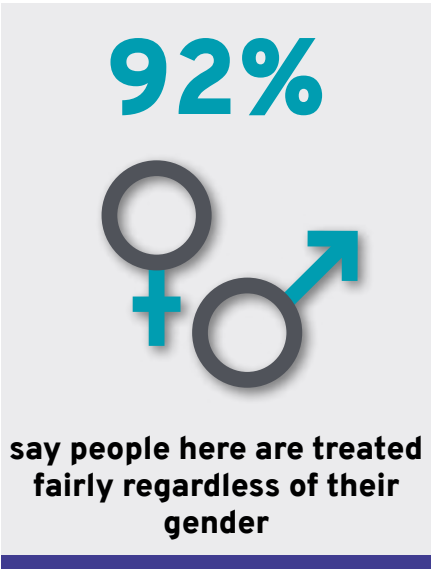
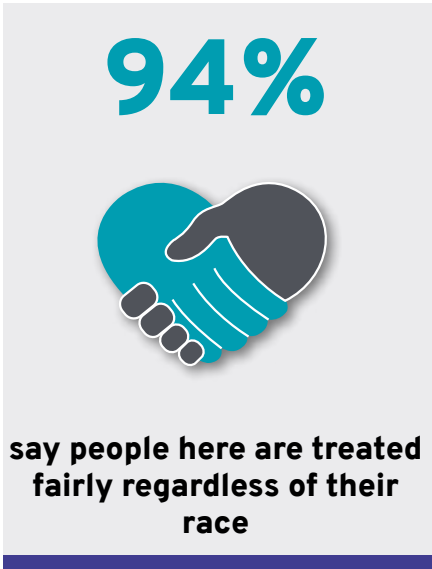
# Being a Great Place to Work

In 2024, our colleagues once again told us that Alliance Homes is a great place to work, and we were officially recognised as a Great Place to Work® for the third year running.

Each year, we invite all colleagues to take part in an independent workplace survey run by Great Place to Work®. It helps us understand how people feel about working at Alliance, what's working well and where we can improve.

In 2024, 87% of colleagues responded, showing strong engagement across the organisation. Of those who took part, 76% said that Alliance is a great place to work – a 3% increase from the previous year.

We also retained our Best Workplaces™ for Women accreditation and were recognised as one of the UK's Best Workplaces™ in the Charity & Not-For-Profit category for 2024.





**Great  
Place  
To  
Work®**

**Certified**

OCT 2024-OCT 2025

UK

Alliance Awards ceremony.



## Raising money for local causes



In July 2024, 33 colleagues took on the Welsh Three Peaks Challenge, raising over £5,600 for Weston Hospicecare. The challenge included climbing the highest peaks across Wales, from Pen Y Fan in the south, to Cadair Idris in mid-Wales, and completing the challenge at Yr Wyddfa (Snowdon) in the north.

The team dedicated months to training and were able to use their two 'Make the Difference' days to take part in the challenge. These are paid days off that Alliance colleagues can use to volunteer with local causes – including fundraising for charities and organisations that support our customers and the communities we work in.

Gas Engineer and expedition leader, James Wotton, said: *"It's been such an amazing experience, from the training sessions to the team learning new skills and stepping out of their comfort zones. The whole team were brilliant and pushed themselves beyond their limits even when it looked impossible to complete the challenge."*

In 2025, Team Alliance is aiming higher, taking on the National Three Peaks Challenge – climbing Ben Nevis, Scafell Pike, and Yr Wyddfa – to raise funds for our first Charity of the Year, Somewhere To Go. This Weston-super-Mare-based charity was chosen by colleagues and members of Hive, our online customer community, and supports people experiencing homelessness in our local communities.

Tackling homelessness is deeply connected with why Alliance exists. As a housing association, supporting people who are experiencing homelessness is close to the hearts of our colleagues and customers. Over the next financial year, we'll be organising fundraising activities with a goal of raising £7,000 for Somewhere To Go.

Colleagues will also be able to use their 'Make the Difference' days to volunteer with the charity and see the impact of their support first-hand.

## Work experience

In 2024, we welcomed three talented students from the Bristol Future Talent Partnership. The initiative supports young people from Black and ethnic minority backgrounds aged 14 to 21 by removing barriers, raising aspirations and offering meaningful work experience opportunities.

Hassan, Jack and Kany spent time with several teams, including Income, our customer contact centre, Health and Safety, Communications, Facilities and Development. Their placements gave them valuable insights of a housing association's purpose, how we work, and the services we provide.

This supports our Equality, Diversity and Inclusion goals by inspiring young people from underrepresented backgrounds to explore careers in housing, helping us build a more inclusive workplace.

## Recognising the next generation of housing professionals

We took part in the Housing Quality Network (HQN) Housing's Next Generation competition, which gives under-30s working in housing a platform to share ideas and influence the future of the sector.

Managers across Alliance nominated the rising stars in their teams, and seven colleagues were shortlisted. Daisy Newman from our Repairs Planning team reaching the semi-finals.

*"This is an incredible opportunity that I'm so honoured to be a part of. It's amazing to see everyone's great achievements."* Daisy Newman, Repairs Planner





## Celebrating the colleagues behind great customer service

Delivering great service to customers is only possible thanks to our colleagues, who live our AGAME values every day.

Our Above and Beyond reward programme recognises those colleagues who go the extra mile and make a difference to our customers and services. It's a way to highlight achievements, and share success stories that inspire and motivate our colleagues.

Our 2024 Alliance Awards shone a light on teams and individuals who truly stood out for their dedication, impact and commitment to our customers and communities. The six award categories included service improvement and customer service, with special recognition awards presented by our CEO, Louise Swain, and our Board.

Our colleague awards aren't just a celebration – they're one of the ways we recognise and motivate colleagues to keep giving their best for our customers.





## Supporting wellbeing at work

As part of our continued focus on wellbeing, we joined the North Somerset Healthy Workplaces Award Programme and began working towards a bronze accreditation, helping us build wellbeing into everyday working life.

Recognising the increasing complexity of challenges faced by both customers and colleagues, we delivered targeted resilience training and hosted Learning Boost sessions on key topics, including grief awareness. These sessions were designed to help colleagues navigate difficult situations with confidence and compassion.

To further support mental health, we introduced a new option within our Make the Difference Days initiative. Colleagues can now use one of their two annual days as a Personal Wellbeing Day, encouraging everyone to take time to recharge and prioritise their own wellbeing when needed.

## Promoting equality, diversity and inclusion

In 2024, we took meaningful steps to strengthen our Equality, Diversity and Inclusion (ED&I) work. In partnership with the Housing Diversity Network and business advisors RSM, we carried out a comprehensive review of our culture and practices.

Using the principles of the RACE Equality Code, the review explored all areas of inequality – not just race – and involved engagement with colleagues, customers, leadership and our Board, alongside a detailed review of our policies and practices.

The findings helped us refresh our ED&I strategy, now called Alliance for All, and set new action plans to deliver on our commitments to both customers and colleagues. We were proud to receive the RACE Code accreditation in December 2024.

Throughout the year, we continued to work closely with our ED&I Champions Group. Key initiatives included:

- Maintaining our status as a Disability Confident Leader
- Delivering ongoing training and awareness sessions for colleagues
- Improving our recruitment practices, including the introduction of redacted applications via our applicant tracking system.

We also acknowledged that our Board and senior leadership team are not yet as diverse as we aspire them to be. To address this, we launched Mentor Match, a reverse mentoring programme that pairs our leaders and Board members with colleagues from underrepresented backgrounds. This initiative is already helping to promote open dialogue, mutual learning and greater awareness of the barriers others may face, and it's already influencing leadership thinking and decision-making.

## Growing our talent

### Frankie Lane

Frankie Lane's journey at Alliance Homes shows how long-term support and internal development can unlock potential and support career growth.

Frankie started as a Customer Support Apprentice in the Alliance Contact team and progressed to a permanent role. A secondment into Finance opened new doors, leading to a permanent position in the Purchase to Pay team. Today, Frankie is a Junior Finance Business Partner, continuing to grow and contribute across the organisation.

Alongside this journey, Frankie completed Level 3 AAT and plans to pursue Level 4.

*"I celebrated my 10-year work anniversary in September 2024 and it's great to have support and be given opportunities within Alliance to progress my career. Having managers who encourage you to take that next step has opened doors to paths that I never thought possible for myself."*



Frankie Lane

Junior Finance Business Partner.

## Developing opportunities and apprenticeships

We continued to invest in the professional development of our colleagues in preparation for the upcoming Competence and Conduct Standard. A key focus this year was encouraging colleagues to take ownership of their learning and growth.

Cath Pullin (now Cath Stenson), Customer Service Operations Service Director, led by example by successfully completing her Chartered Institute of Housing (CIH) Level 5 qualification. Six other managers enrolled on CIH Level 4, including two colleagues from our Home Repairs service who began the CIH Level 4 Certificate in Managing Housing Maintenance.

We also piloted the Housing Professional Passport programme, supporting twelve colleagues to build their skills and confidence. The programme included workshops on professionalism, ethics, equality and diversity and making a difference. Participants compiled a portfolio of evidence and concluded the programme with a professional discussion with their tutor and members of the Strategic and Operational Leadership teams. Feedback was overwhelmingly positive.

We also continued to use the Apprenticeship Levy to support career development across the organisation.



**Gemma Cross, Customer Complaints Investigator.**



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