

Alliance homes

Annual Report

2025/26



Front cover: Tiger-Lily, one of the young carers we support, taking part in a residential trip to Magdalen Farm.

Inside cover: Alliance Homes Customer Liaison Coordinator, Sam Spackman

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Welcome

Introduction from our Chair and Chief Executive

This year has been about strengthening the basics: listening more closely to customers, investing in homes and services, and building the culture we need to deliver consistently well. The progress set out in this report reflects the commitment of customers, colleagues, Board members and partners across Alliance Homes.

We have made real progress. Most notably, overall customer satisfaction has risen to 79.8%, and we have continued to deliver much-needed affordable homes, with a further 178 completed this year.

We have done this by continuing to focus on what matters most: providing good-quality homes, delivering reliable services and helping our customers and communities thrive.

Our customer engagement work has continued to mature. Through our Customer Scrutiny Panel, online Hive community, customer groups and forums, we now hear from a growing and diverse range of customers about their experiences of Alliance, what is working well and what they would like to see change.

Through this approach, customers are increasingly influencing how we improve services and make decisions. From developing our Neighbourhood Strategy and Customer Golden Rules to improving complaints handling and strengthening customer communication, customer feedback is central to how we operate, and we want to continue building on this.

We have also spent time this year strengthening our culture and being clearer about the standards we expect of ourselves. Through our new A-Game Standards, we have reinforced an important message across Alliance Homes: every role contributes to the experience our customers receive. This shared focus on customers, alongside a commitment to accountability, continuous improvement, compassion and care, is helping to build the organisation we want to be.

We have also continued to invest in our existing homes. During the year, we delivered more home improvements than ever before, investing £12.7 million in planned improvements including kitchens, bathrooms, windows, roofs and energy-efficiency measures. By the end of the year, 99.5% of our homes met the Decent Homes Standard, helping to make sure customers live in safe, comfortable and well-maintained homes.

At the same time, we have continued to build new affordable homes across the West of England. We have now delivered 903 homes towards our ambition to build 2,000 new homes by 2033. Behind every one of these properties is an individual or family with a place to call home, and we are pleased that we continue to play a key role in addressing local housing need.

We know how important a timely and reliable repairs service is to customers, and we have continued to make improvements. Customer satisfaction with repairs increased, more repairs were fixed first time, and more customers told us they were receiving a respectful and positive service from our teams. We know there is still more to do, particularly around communication, and the feedback we



Carol Rosati OBE,
Chair of the Board



Louise Swain
Chief Executive

have received this year is helping shape the next stage of improvements.

Beyond housing services, we continued to support customers and communities through our advice, wellbeing and community programmes. From helping young carers and unpaid adult carers, to supporting people home from hospital, providing energy advice and tackling financial hardship, our teams helped thousands of people across the region to live more independently.

We have also made important progress in improving the energy efficiency of our homes. Through our Warmer, Greener Living programme, more customers are benefiting from homes that are more energy-efficient, more comfortable and cheaper to heat. We have also listened carefully to customer feedback about these programmes and used it to improve the way we deliver future projects.

While there is much to celebrate, we also recognise there are areas where we need to do more. We know we need to keep strengthening customer communication, improve how we respond to damp and mould issues, and deliver consistently against our service level commitments. Over the coming year, a key focus will be making sure we are fully prepared for the next phase of Awaab's Law, which will introduce new requirements for how social landlords identify, investigate and resolve a wider range of health and safety hazards in customers' homes.

We will also be celebrating 20 years of Alliance Homes and are planning a range of events to mark the occasion with customers, colleagues and partners. We hope to see many of you there.

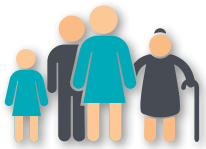
Thank you to everyone who has contributed this year. Your time, experience, feedback and support are hugely valued.

Louise Swain
Alliance Homes
Chief Executive

Carol Rosati OBE
Chair of the Board

Alliance Homes at a glance

10,726*



Customers

Previous year: 10,136

7,284



Homes

Previous year: 7,156

2.25%



Rent arrears as a proportion of total rent

Previous year: 2.23%

7,996



People supported

Previous year: 6,511

73.8%



Customers who believe rent provides value for money

Previous year: 73.9%

21.2%



Operating margin

Previous year: 22.5%

G1/V2



Governance/Viability rating (Regulator of Social Housing)

Previous year: G1/V2

A2



Moody's rating

Previous year: A2

387



Colleagues

Previous year: 368

What do these measures mean?

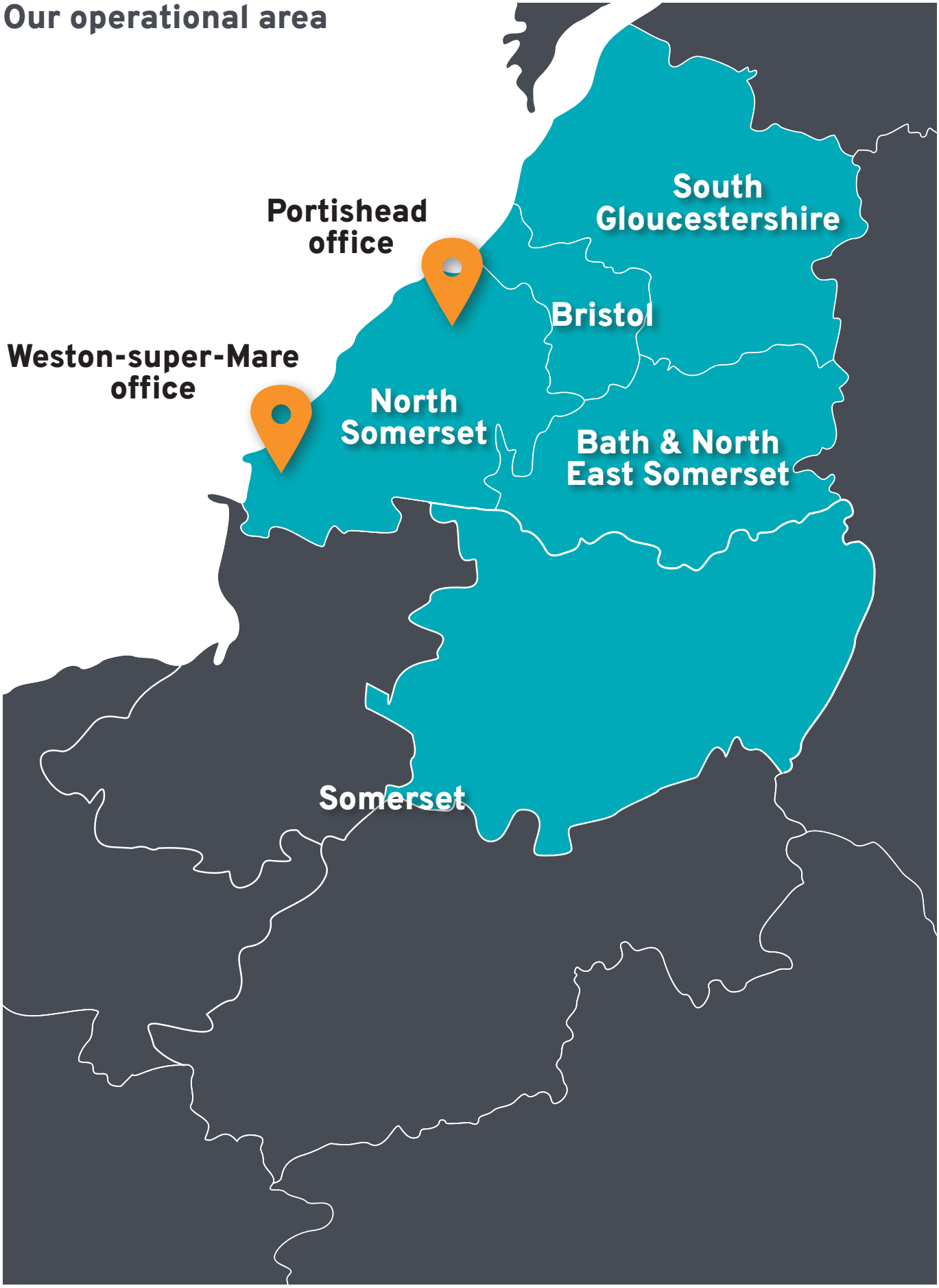
Operating margin is the proportion of income we retain after covering day-to-day operating costs.

G1/V2 is our governance and financial viability rating from the Regulator of Social Housing.

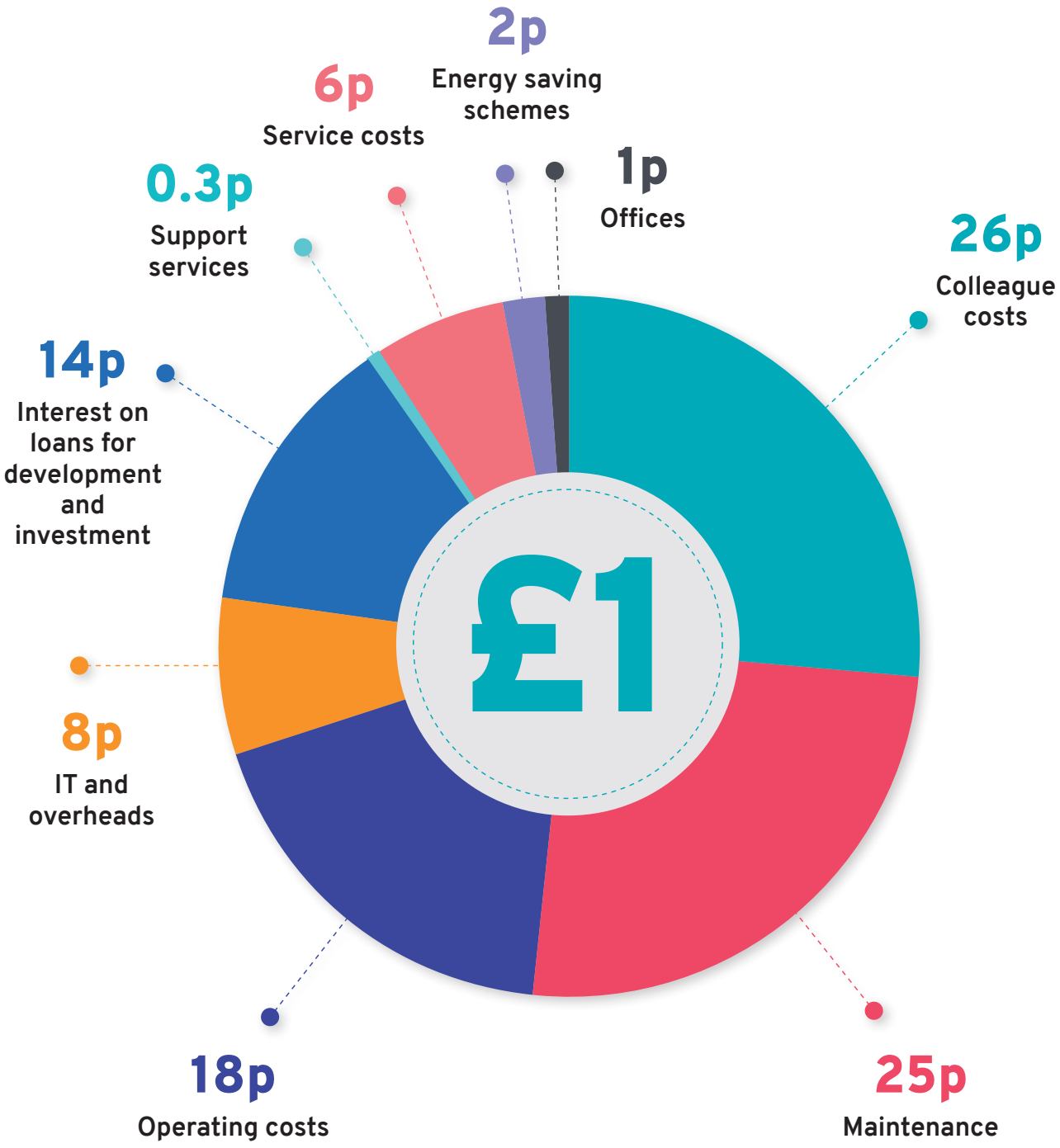
Moody's A2 is an independent credit rating that shows our financial strength.

* 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 2025/26



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 2025/26. This is based on the number of homes managed by Alliance, not including leasehold homes.

	Cost per home
Cost per home of the remuneration paid to Alliance's highest-paid director. For the purposes of this calculation 'director' means the members of the governing body and the Chief Executive.	**£22.73**
Cost per home of remuneration paid to Board members, the Chief Executive and the Senior Leadership Team.	**£122.76**
Management costs relative to the size of Alliance	**£1,482.88**



Netherton Grange, Nailsea

Plan A 2.0 2022-27

Plan A 2.0 (2022-2027) sets out our long-term priorities and ambitions for Alliance Homes. This review of the year has been structured around our five strategic priorities, which guide our investment, decision-making and service improvement activity.

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 A-Game Standards



Our Customer Golden Rules





Rachel Johnson, Customer Engagement Assistant Manager speaking with customers at Tamar Court.

Delivering a great customer experience

Tenant Satisfaction Measures

Tenant Satisfaction Measures (TSMs) show how well Alliance Homes is performing in the areas that matter most to customers. These measures are set by the Regulator of Social Housing to provide a clear and transparent view of our performance and to help customers compare how we're performing against other housing associations and social landlords.

There are 22 TSMs in total. Twelve are based on feedback from customers about our services, while the remaining ten are based on measures of our performance.

The measures are grouped into categories such as building safety, repairs, and customer engagement. Throughout this report, we've included the relevant TSMs within each section and shown how our results compare with last year's performance. You can read our full TSMs results at: **www.alliancehomes.org.uk/TSMs**.

Overall customer satisfaction (tenants)

79.8%

Performing better than last year



Pat Johnstone, HRS colleague

Customer feedback from transactional surveys

In addition to TSMs, we also use transactional surveys to gather feedback about specific services. These surveys are sent shortly after a customer receives a service – like a repair or moving into one of our homes – while the experience is still fresh in their mind. 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 service experiences. We've included both types of feedback in this report to give a fuller picture of how we're performing.





Colleagues and customers at the reopening of our Coronation Community Hub in Weston-super-Mare.

Customer Golden Rules and Service Standards

In March 2026, we published Our Customer Golden Rules and Service Standards. Together, they set out the behaviours customers can expect from our colleagues and the standard of service they can expect from us.

Customer Golden Rules

The Customer Golden Rules, shown on page 10, were developed with customers and reflect what matters most to them when interacting with Alliance Homes. They were also shaped by a review of our services, taking account of the Consumer Standards and the improvements we want to make to how we support our customers.

Service Standards

Our Service Standards explain the level of service customers can expect from Alliance Homes, helping them hold us accountable for delivering on our commitments. Our service standards cover:

Our communications

- Contact and queries
- Communications
- Complaints

Your tenancy

- Lettings
- Tenancy management
- Sales and homeowners
- Rent and service charges

Your home

- Repairs
- Home safety
- Damp and mould
- Home improvements
- New-build homes

Support

- Support services

Your neighbourhood

- Neighbourhood environment
- Community investment
- Community safety

Your voice

- Customer engagement

To find out more about how our Customer Golden Rules and Service Standards shape the services we provide, visit:
www.alliancehomes.org.uk/customer-golden-rules-and-service-standards.



Laura Smith, Community Safety Manager

Listening to customers

Tenant satisfaction measure	Results	Compared to last year
Satisfaction with how we listen to customers' views and act upon them **(tenants)** **TP06**	**65.4%**	About the same as last year
Satisfaction with how we're keeping customers informed about things that matter to them **(tenants)** **TP07**	**71.0%**	About the same as last year
Proportion of respondents who agree that we treat them fairly and with respect **(tenants)** **TP08**	**81.6%**	Better than last year



Kerren Ashmore, Customer Experience Service Delivery Manager, speaking with customers.

Hive

Hive is our online customer community, where customers can share feedback on services and upcoming projects. In 2025/26, Hive members helped shape a wide range of areas including neighbourhood safety, damp and mould, customer communication, recruitment and service standards.

700
Hive members

12
Hive consultations

The buzz from Hive

What customers told us and what we've changed

Making policies clearer and more accessible When reviewing customer friendly summary leaflets for the Complaints and Reasonable Adjustments policies, Hive members told us the content was helpful but could be easier to navigate and more accessible.	**What we did:** • Simplified language and layout • Clarified legal terms and improved explanations • Made contact details easier to find
Shaping the Neighbourhood Strategy Through several Hive consultations, customers shared what makes them feel safe, proud and connected to where they live. Customers highlighted: • The importance of tackling anti-social behaviour consistently • Concerns about lighting, communal doors, litter and fly tipping • A desire for clearer information on responsibilities and services • Interest in stronger community activity and use of shared spaces	**What we did:** This insight helped shape the priorities in our Neighbourhood Strategy, including our approach to community safety and neighbourhood standards, making sure it reflects what matters most to customers. Find out more about the Neighbourhood Strategy on page 52 or by visiting **www.alliancehomes.org.uk/neighbourhood**.
Listening to damp and mould Hive helped us better understand why some customers don't always report damp and mould, and what would give them confidence to do so. In terms of our approach, customers told us they want clearer expectations, faster action, better communication and solutions that fix root causes.	**What we did:** These insights are informing improvements to service standards, case ownership, proactive inspections and how we communicate with customers about next steps.

Keeping age-restricted customers informed and connected

We know that many of our customers living in age-restricted schemes are less likely to engage with us digitally. Following feedback that we need to improve how we keep them updated, we held a Customer Forum in June 2025 for customers living in age-restricted schemes.

The forum gave customers the chance to meet other Alliance Homes residents, speak with colleagues, and share their experiences and concerns directly with senior leaders and service managers.

During the session, customers highlighted areas where we could improve:

- Communication about repairs, including updates on follow-up work and communal repairs
- More opportunities for face-to-face engagement with Alliance colleagues
- Improving door-entry systems so customers feel safer and more secure.

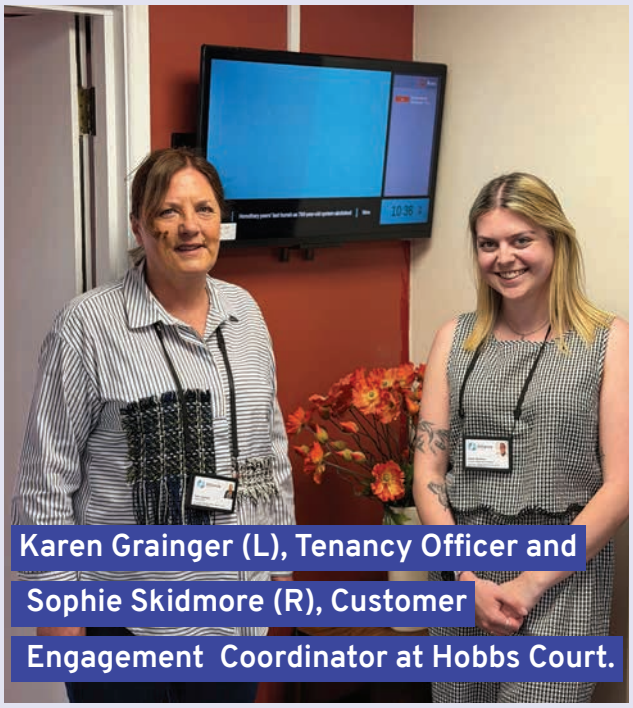


Customers taking part in the Customer Forum.

Improvements following the Customer Forum

Specialist tenancy officer

We piloted a specialist tenancy officer for age-restricted schemes, giving customers a single-point of contact for their tenancy concerns. Initial feedback suggests customers enjoyed the ease of communication and the focus on specific issues.



Karen Grainger (L), Tenancy Officer and Sophie Skidmore (R), Customer Engagement Coordinator at Hobbs Court.

New ways to share information about communal repairs

In December 2025, we installed a digital screen at Hobbs Court, an age-restricted scheme in Nailsea, to share updates on communal repairs and other information from Alliance Homes.

We will trial this approach as a new way to keep customers informed. Later in 2026, we will ask customers for their feedback to understand how effective the screen has been in helping them feel informed and how we might expand the offer.

Your Home and Community

To help keep customers living in our age-restricted schemes informed and involved, we trialled a printed newsletter across five schemes in 2025.

Customers helped shape the content, choose the newsletter's name and influence its look and feel.

The first edition was launched in October 2025 and included Alliance updates, customer stories, colleague contributions and activities.

Following positive customer feedback, we will roll the newsletter out to all customers living in age-restricted schemes, with two editions planned each year.



Your Home and Community

Issue 1

April 2026

Let us know if you need this publication in another format, such as large print. Call us on **03000 120 120** or email **act@alliancehomes.org.uk**

This is the first official edition of our printed newsletter for customers living in our age-restricted schemes, just like yours. In 2025, we ran a trial version with five schemes, and customers really enjoyed it. We're happy that we can now share it with everyone.

Please take a moment to have a read. Inside, you'll find information about our services, our teams, and some fun activities. And if you have any ideas or suggestions for improvement for our next issue, we'd love to hear from you.

E: **communications@alliancehomes.org.uk**
T: **03000 120 120**

Cath Stenson
Service Director
Customer Service Operations

Get ready for the phone line digital switchover – contact your telephone provider

Phone lines across the UK are being switched to a digital service by 1 February 2027. This change will affect the telecare system in your home. Later this year we'll replace your current telecare equipment with a new digital-ready system.

Before we can do that, you need to contact your telephone provider. Please let them know that you have an older telecare system connected to a phone line. This will help to make sure your telecare system continues to work until we upgrade your equipment.

We advise contacting them as soon as possible for a smooth transition.

If you haven't received it yet, a letter will be arriving soon from Alliance Homes which contains more information.

Alternatively, you can visit our webpage **www.alliancehomes.or.uk/switchover** or call us on **03000 120 120**.

Customer panels and groups

In 2025/26, we focused on implementing the recommendations from Tentacles Consultancy's engagement review of our service and strengthening the role customers play in shaping what we do.

This included introducing more ways for customers to directly influence services, alongside systems to track, measure and report on the impact of their involvement.

Throughout the year, we held 99 customer events and activities, including customer workshops to help develop our Customer Golden Rules and Neighbourhood Strategy. We also gathered feedback on how we report performance, manage our cleaning and grounds maintenance services, and developed new customer panels.

Not every recommendation can be implemented immediately. When a recommendation is not taken forward, we explain our decision and work with customers to look at other solutions where possible.



Customer Scrutiny Panel meeting

698*
Customers engaged

99
Customer engagement events

73
Customer recommendations

35
Customer recommendations completed

20
Customer recommendations in progress

18
Customer recommendations not being taken forward

* Figure includes repeat participation and does not represent individual customers.



Graham Smith, a customer from one of our age-restricted schemes, taking part in the 2025 Customer Forum

Strengthening the Customer Scrutiny Panel

The Customer Scrutiny Panel continued to work with Tentacles Consultancy until October 2025 to strengthen its role in helping shape our services. The training was designed to develop the members' scrutiny skills, making sure the panel best reflects the voices, needs and priorities of customers. This included:

- Establishing a clear customer engagement structure and governance arrangements
- Supporting panel members to develop their confidence and scrutiny skills
- Creating space for meaningful, regular scrutiny activity
- Building an inclusive and collaborative panel.

The panel is now chaired by Mary Adams, with support from Vice Chair Alisa Winder. CuSP reports directly to the Board every six months and meets with senior leaders on the same schedule.

You can find out more about CuSP, meet the customers on the panel - including new members Graham, Richard and Mi - learn about how the panel works, and read blogs from members on our website.

Visit: **www.alliancehomes.org.uk/CuSP**.

> The Customer Scrutiny Panel has had a busy year, welcoming new members who have strengthened the panel's diversity and broadened the range of perspectives represented. We have valued the opportunity to present our recommendations directly to the Strategic Leadership team and the Board. Looking ahead, we're keen to increase the visibility of the panel among customers. We plan to do more work within the community to better understand the wider customer base and make sure we're hearing what matters most to them.
>
> **Mary Adams, Chair of the Customer Scrutiny Panel (CuSP)**



Mary Adams, Chair of the Customer Scrutiny Panel (CuSP) with Dobbin.

Scrutiny exercises

The panel has launched three scrutiny reviews and completed two over the past year.

1. Repair communications

In August 2025, CuSP brought together customers, colleagues and senior leaders to explore how customers experience our repairs service.

What customers told us

Customers said they wanted clearer communication throughout the repairs process, particularly around appointments, follow-on work and what to expect next.

CuSP recommendations

- Improve the repairs appointment system.
- Provide clearer communication when further work is required.
- Better maintain the condition of older homes.

Our response

We have accepted these recommendations and will develop an action plan during 2026/27 to improve the customer experience and strengthen communication throughout the repairs journey.



Customers and colleagues taking part in a scrutiny exercise of our repairs service.

2. Property standard (planned home improvements and building safety)

In January 2026, CuSP carried out a review of our property standard, covering areas such as building safety and planned home improvements, including replacement kitchens, bathrooms, windows and roofs.

What customers told us

Customers highlighted the importance of clear communication and having confidence that improvement work is completed to a high standard.

CuSP recommendations

- Implement a customer-centric quality assurance process.
- Make sure all customers receive relevant safety certificates.
- Use before-and-after photographs to evidence major works.
- Confirm access arrangements when customers move into their home.
- Make sure customer vulnerabilities and individual needs are clearly recorded.
- Give customer-facing colleagues easy access to up-to-date customer information (on site and in the office).
- Use performance and customer journey data to identify and address recurring service issues.
- Continue investing in planned home improvements to reduce reliance on temporary repairs and to provide contingency for emergency repairs.
- Recruit a resident liaison role for planned works.

Our response

The Senior Leadership team will formally respond to these recommendations during 2026/27.

3. Empty Homes

In March 2026, CuSP identified empty homes as its next scrutiny project. Empty homes are properties that have become vacant and are being prepared for a new customer to move into. The panel met with Alliance colleagues to learn more about the process.

Next steps

CuSP members will work with Alliance colleagues to develop the review programme, with the full scrutiny exercise taking place during 2026/27.

New customer panels and groups

We've launched three new customer panels that focus on key areas of our services, giving customers a stronger voice in how we improve and deliver them.

Resident Sustainability Group

This group works in partnership to co-create projects that help build sustainable and resilient communities. You can read more about the Resident Sustainability Group on page 84.

Equality, Diversity and Inclusion (ED&I) Champions Customer Group

This group brings together customers with a wide range of lived experiences, backgrounds and perspectives to help us shape how we put our ED&I commitments into practice.

Complaints Panel

The panel reviews our complaints handling process from a customer perspective. Members explore how cases have been managed and provide feedback on how we can improve our approach in the future.

Looking ahead, we'll be launching new customer panels focused on community safety. We will also look at creating a dedicated shared ownership panel to help us better understand and respond to the needs of shared owners.

You said, we did

We regularly update our You said, we did webpage, sharing feedback and actions from our customer groups and panels. We also provide updates on Hive through our Buzz from Hive webpage and member newsletter. Find out more **www.alliancehomes.org.uk/you-said-we-did**



Customers at the Customer Forum.

Customer feedback

Tenant satisfaction measure	Results	Compared to last year
Satisfaction with how we're handling complaints **(tenants)** **TP09**	**46.7%**	 About the same as last year
Satisfaction with how we're handling complaints **(shared owners)** **TP09**	**29.2%**	 About the same as last year
Number of stage one complaints per 1,000 homes **CH01 (1)**	**94.6**	 Worse than last year
Number of stage two complaints per 1,000 homes **CH01 (2)**	**19.1**	 Worse than last year
Stage one complaints responded to within the Complaint Handling Code timescales **CH02 (1)**	**73.7%**	 Better than last year
Stage two complaints responded to within the Complaint Handling Code timescales **CH02 (2)**	**70.2%**	 Worse than last year

Contact centre

67,561



Customer calls

36,129



Customer emails

47 secs



Average time to answer calls

Our contact centre is the main point of contact for customers, handling telephone queries, service requests and general enquiries. We know customers want quick, easy access to our services and clear answers when they contact us. That's why we're investing in a new contact system that will help us respond more quickly and effectively. Improvements customers can expect include:

- New technology, including improved diagnostics tools, will help colleagues handle enquiries more quickly and effectively, making it easier to understand customer issues and provide the right support first time.
- Prioritising urgent issues so that customers who need help most receive timely support.
- Introducing WhatsApp as an additional way to contact us.

The new system will be introduced later in 2026. We are training our Alliance Contact team to make sure customers continue to receive high-quality support throughout the transition.



Customer Experience Advisors, Kate Purchase and Josh Kutlay

Feedback and compliments

Understanding our customers' experiences is important to us. It helps us recognise what is working well and where we need to improve. Complaints play a valuable part in this by highlighting when we have not met customers' expectations and giving us the opportunity to put things right.

When a customer shares a concern with us, it's important to us that they know we're listening and committed to making things better for them.

If a customer is unhappy with our response at Stage 1 of the complaints process, they can ask for their complaint to be reviewed at Stage 2.

363



Customer compliments

Our complaints handling

The figures below show the total number of complaints received from customers, shared owners, leaseholders and others, and the percentage responded to within the Housing Ombudsman's timescales.

The Tenant Satisfaction Measures for complaint handling are calculated separately and apply only to customers living in Low-Cost Rental Accommodation (LCRA).

863	717	146	82.85%	87.67%
Complaints	Stage 1 complaints	Stage 2 complaints	Stage 1 complaints within HO target of 10 working days	Stage 2 complaints within HO target of 20 working days

Complaints performance and service improvement

In 2025, the Housing Ombudsman reviewed our Complaints Policy and made recommendations to improve clarity, fairness and customer understanding. We implemented these recommendations to make it easier for customers to raise concerns and understand their rights. We published these changes in September 2025. They included:

- Clearer information about the difference between service requests and complaints.
- Clarifications about our two-stage complaints process.
- Clearer information about customers' rights and time limits to raise a complaint.
- Improved signposting to the Housing Ombudsman.
- More consistent information across our policies, procedures and website.

These changes help to make sure that customers understand their rights, that their concerns are taken seriously, and complaints are handled fairly, openly and without unnecessary delay.

Read our latest Complaints Performance and Service Improvement Report and Complaints Policy at **www.alliancehomes.org.uk/complaints.**

Listening, learning and improving

Our *Life Through Your Lens* project is helping us better understand the relationship between customers and complaint trends. Data shows that 37% of complaints come from customers with identified vulnerabilities. We're using this information to better understand customers' needs, improve the accessibility of our services and provide tailored support where it's needed.



As part of our commitment to continuous improvement, we hold regular learning sessions with teams across the organisation to review complaint trends, identify root causes and agree ways to improve service delivery.

The Customer Complaints Panel is also helping shape improvements in our complaint handling by reviewing cases and providing feedback that informs service improvements.

Customer Complaints Panel in action

The panel reviewed a complaint that progressed through both stages of our complaints process before being considered by the Housing Ombudsman. The panel assessed how we communicated with the customer and identified ways we could improve our complaint responses.

The panel told us:	What we've changed:
• Use more evidence-based language, such as "you said" rather than "you felt" • Maintain consistent wording throughout responses • Improve readability by reducing large blocks of text and using more bullet points.	• Updated our complaint response guidance to reflect the panel's feedback • Shared the learning with complaint handlers for a stronger, clearer and more consistent customer experience.

Read our latest Complaints Performance and Service Improvement Report and Complaints Policy at **www.alliancehomes.org.uk/complaints.**



Georgina Micklethwaite, Customer Complaints Panel member.

Home Repairs Service

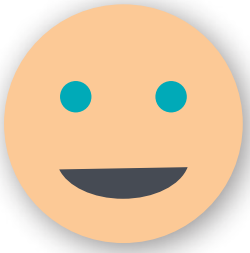
Tenant satisfaction measure	Results	Compared to last year
Satisfaction with repairs **TP02**	**82.3%**	↑ Better than last year
Satisfaction with time taken to complete the most recent repair **TP03**	**78.0%**	↑ Better than last year
Satisfaction that the home is well maintained **TP04**	**75.5%**	↑ Better than last year
Proportion of homes that do not meet the Decent Homes Standard **RP01**	**0.5%**	→ About the same as last year
Non-emergency repairs completed within the target timescale **RP02 (1)**	**72.9%**	↑ Better than last year
Emergency repairs completed within the target timescale **RP02 (2)**	**83.2%**	↑ Better than last year

31,132



Repairs

90%*



Overall satisfaction with repairs

84%*



Satisfaction with time taken to complete repairs

* Results from our transactional surveys



Cameron Fidoe, Gas Engineer

Keeping homes in good repair

Over the past year, we've continued to improve our repairs service, helping customers get repairs completed more quickly and increasing overall satisfaction. Tenant Satisfaction Measures reflect this progress, with overall satisfaction with repairs rising by four percentage points to 82.3%, and satisfaction with the time taken to complete repairs increasing by eight percentage points to 78%. Results of our transactional surveys also reflect an improving trend, with customers, overall satisfaction with repairs rising from 87% last year to 90% this year.

We're proud that these improvements have been delivered despite rising demand for repairs, and that we've also significantly reduced our work in progress. This sustained improvement has been achieved through a number of key initiatives.

Improving our management processes

We restructured our management teams into two dedicated groups, internal repairs managers and subcontractor managers. This has meant colleagues can be specialists and have a clearer focus on what they're delivering. By creating dedicated teams for in-house repairs and subcontractor management, we can provide better oversight of repairs, improve quality and make sure customers receive a more consistent service.

Our internal repairs managers now concentrate exclusively on the work of in-house operatives, giving them a better understanding of individual strengths and skills. This allows them to allocate the right operative to each job, improving both efficiency and quality.

Our subcontractor managers now specialise in overseeing the organisations we partner with to deliver repairs. This focused approach enables them to build a deeper understanding of each provider's capabilities and drive better value for money. As a result, customer satisfaction with subcontractor-delivered repairs has increased for the third consecutive year, reaching 81%.

> 83% of customers reported that their repairs are now resolved on the first visit.*

This is up from 80% last year and for our customers it means less disruption to their lives. For us, it means greater efficiency, and a reduction in the number of jobs we have that are work in progress.

We've achieved this improvement by making better use of the data we have about our workforce. By understanding where our operatives are and what materials they have available, we can make sure the right person is assigned to each job and that they have everything they need to complete it on the first visit. Where additional parts are required, we've widened the range of suppliers we work with to include more smaller, local suppliers, so stock can be sourced quickly and efficiently.

* Results from our transactional surveys.

93% of customers told us that our operatives treated their home with respect.*

Investing in our team

We're continuing to invest in our teams by providing more training opportunities than ever before, and developing the next generation of talent, welcoming five new repairs apprentices this year.

In the coming year

During the year, we carried out a customer listening exercise and the insights we gathered will play a key role in shaping how we continue to improve our services. As a result, we are focusing on several enhancements, including offering more flexible repair appointments and improving communication at every stage of the customer journey.

We'll also be implementing a new contractor management framework that will give us tighter control of contractor performance and more consistent guidance for colleagues.



Carpenter Joseph Chambers, with an Alliance Homes customer.

Meet the team member



Michelle Benson
Repairs Service Delivery Manager
Joined Alliance: April 2024

What do you do?

I lead our repairs service, helping to make sure customers receive safe, high-quality and efficient repairs. I oversee the day-to-day running of the service, keeping an eye on performance, addressing challenges as they arise and working with teams to make sure we deliver on our promises to customers.

How have you and the team helped improve our repairs service?

We're always looking for ways to make our processes more efficient so they're better for our customers. In practice this means analysing performance data and really listening to customer feedback. We can only improve when we understand the problem.

Listening to Christina's repair needs

Following a routine electrical safety inspection, Christina Pittaway, a customer from Nailsea, told us that she thought our repairs service had improved and that it really showed in how our teams listened to what she wanted.

"During my electrical inspection I mentioned to your operative that my electric fire didn't quite work right and that I found it difficult to use. He listened carefully and inspected the fire before telling me it would be best to replace it.

"Two weeks later, a brand-new fire was installed, complete with a handy remote control and the new fire is a 100% improvement! The installation was perfect, and the operatives were helpful, knowledgeable, and tidy. I was thrilled with how quick and smooth it all was."

Christina also praised the team's proactive approach to safety.

"During the same inspection, the operative also spotted that my fire alarms needed upgrading. He arranged for someone to complete the work that very same day.

"The repairs service has definitely improved. They've focused on what matters most, listening to customers and getting the job done!"

> The installation was perfect, and the operatives were helpful, knowledgeable, and tidy. I was thrilled with how quick and smooth it all was.
>
> **Christina Pittaway, Alliance Homes customer**



Christina enjoying her new electric fire.

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. Here is some of the feedback our customers have given us:

> The man was lovely he spoke to me clearly, he knew I was profoundly deaf and he made sure I could lip read him. He talked me through everything that he was doing and involved me. My assistance dog absolutely loved him too!
>
> **Lucybeth Brewer**

> The repair man who visited was extremely kind and courteous. Offered to put foot protectors on boots when walking through the house. Repair was of good quality and done in a very reasonable amount of time. He was fantastic, but they're all fantastic!
>
> **John Glass**

> The response was surprisingly prompt. The repair man completed the repair to my toilet system quickly. He was surprised when I told him that I'd had the flush problem since Friday but didn't report it until Monday as he said it was classed as an emergency and they would have come out that day. Prompt action like that is much appreciated.
>
> **Anthony Robinson**

Home MoT pilot project

In 2025, we launched an innovative pilot programme called the Home MoT. Similar to a car MoT, these visits help us identify repairs, maintenance issues, and support needs before they become bigger problems. They're designed to be a proactive approach to spotting potential issues early and helping customers remain safe and comfortable in well-maintained homes.

Home MoT visits are carried out by two colleagues. A Customer Relationship Co-ordinator speaks with the customer to understand their needs and looks at how Alliance Homes can support them and their family. They can refer customers to support services and help them raise concerns such as anti-social behaviour.

During the same visit, a surveyor carries out a property health check. They identify any potential repairs or maintenance needs that could prevent more serious issues arising in the future.

This pilot project was rolled out to a small number of homes to help us understand where Home MoTs can make the biggest difference for customers. The pilot is set to continue until September 2026, when the results will be reviewed and we'll assess how Home MoTs can be further developed.

251

Home MoTs

789

Repairs raised during Home MoT visits

281

Referrals to our support teams during Home MoT visits



Homes in Portishead

How a Home MoT uncovered support Laura didn't know was available



Laura Dahnoun, an Alliance Homes customer, lives in Portishead with her four teenage boys. She received a Home MoT visit and she explained what a big impact it had made for her and her family.

"I was a bit nervous beforehand because I can have high anxiety, but when Fran Merrick (Customer Relationship Coordinator) and Kevin Bryant (Home MoT Surveyor) arrived, they were both so lovely. Kevin inspected the house while I chatted to Fran.

"Fran asked me about life in general, my boys, school, and medical issues. I explained how the rising cost of living, combined with raising four growing boys, has really strained my finances. Fran immediately saw that I could benefit from support I didn't even know you offered.

"Since then, Susan Oldfield (Money Advice Officer) has visited me a couple of times and helped me organise my finances in ways I never knew were possible. She was so kind, and what she's done will make a huge difference. I feel much more positive about the future.

"Repairs were another positive, Kevin raised five repair jobs while he was here. The best example was the timber decking. It had been installed by the previous customer and had rotted away, making it slippery and dangerous. Soon after the visit, your team came out, removed the decking, and replaced it with fresh soil and grass seed. Now I have a safe, green lawn instead.

"Overall, the team were so lovely, the work was done quickly, and my finances feel more secure. I'd recommend a Home MoT to anyone."

Tackling damp and mould

Since the introduction of Awaab's Law, more customers have contacted us to report damp and mould issues. We've been focusing on reducing the number of cases and have made good progress, but we know there is more to do.

Our absolute priority is to make sure our customers are safe and to tackle both the symptom and cause of damp and mould.

While we've made positive progress, we are committed to improving outcomes further and have developed a clear action plan to do so. This includes having the right mix of skills, knowledge and experience, improving our systems and, above all, making sure customers are kept informed throughout their damp and mould case, from the initial report through to a long-term resolution.

Putting things right quickly for Robert and his wife

When Robert Smith, a customer from Pill, reported damp and mould in his bedroom, we were able to respond quickly because we already understood his household's circumstances through information he had previously shared with us as part of our Life Through Your Lens survey. Knowing that Robert's wife has serious health conditions meant we could prioritise the case and arrange a surveyor visit straight away.

We called Robert back the same day and arranged for one of our surveyors to visit at the earliest time that suited him.

During the visit, our surveyor identified the cause of the problem as a leak beneath a solar panel, which had led to a crack in the bedroom wall and that led to damp and black mould appearing. To remove the immediate risk, a mould wash was carried out straight away, and a follow-up repair was booked to solve the source of the problem.

Afterwards, Robert was keen to share his feedback about the team who attended his home:

"I've spent all my life in the building trade, and I can honestly say the work wasn't just thorough, it was first class and it's been absolutely fine since.

"Not only was it a great piece of work, they took the time to look after our home while they worked. The carpets and furniture were carefully protected. They offered to decorate the wall afterwards, but I prefer to do that myself.

"Everyone was so friendly, I can't praise them enough. I'd give them 10 out of 10."



Robert Smith,
Alliance Homes customer

Lettings and tenancy sustainment

462

New lettings



88%*

Overall new customer satisfaction



93%*

Satisfaction with the lettings experience



87%*

Satisfaction with the condition of newly let homes



* Results from our transactional surveys.

We've improved the experience of moving in a new home, with satisfaction increasing by 10 percentage points from 78% last year. This includes customer satisfaction with the lettings experience and the condition of their new home.

This improvement follows our focus on delivering a better end-to-end experience through clearer, more regular communication and proactive support. The lettings team now keeps in touch with customers before and after their tenancy starts, including a check-in two weeks after they move in and before they meet their tenancy officer. This proactive approach gives us a chance to make sure they're settling in well, answer any questions and make sure they understand what they might need to do next.

In March 2026, the Empty Homes, Lettings and Income teams merged to form a single, streamlined service. Bringing these functions together aims to reduce delays, improve communication and provide customers with seamless support from application through to the start of their tenancy.

Supporting customers into their new homes

Understanding the needs of new customers is important to help them settle into and thrive in their homes. The lettings team works closely with local authority partners to match customers to homes that meet specific accessibility, adaptation or other housing needs.

Over a third of customers housed last year identified themselves as homeless before moving into their new home, while a further third identified as having a disability and required level-access housing, wheelchair access, or a fully accessible property.

To support new customers, we offered tailored services for those who needed additional assistance, including home visits to support housing applications, access to language and interpretation services, and additional support where required.

“It feels like I’ve won the lottery”

When Sam Hollis arrived at her new bungalow at Elm Grove in Nailsea together with her cat, Badger, and parrot, Pauly, she knew instantly that life was about to change for the better. For Sam, the move marked the end of a challenging chapter: “I’d had a pretty rough 14 months,” she explained. “I was a coach driver, and when I picked up a suitcase, I hurt my back so badly that it meant I couldn’t work.”

Suddenly facing unemployment, Sam worried about the future. She had been privately renting in Weston-super-Mare, paying over £1,000 a month for a home that no longer suited her needs. “I was struggling with the stairs and the bathroom. I just couldn’t manage it anymore.”



Alliance Homes customer Sam Hollis, with her cat Badger, in their new home.

Support came when she applied for more suitable housing. Soon after, we contacted her to let her know she’d been nominated for a home that would better suit her needs. Sam, Badger and Pauly are now enjoying the space and accessibility of their new home.

Improving customer information

We’re improving the information and support available to customers, helping them feel informed and confident from the start of their tenancy. Working with customers, we’ve developed a new Customer Guide that provides clear, accessible information about our services, what customers can expect from us, and how to get support when they need it. The new Customer Guide will be launched in summer 2026.



New home experience

Feedback from our new customer experience surveys shows that 87% of customers were satisfied with the condition of their newly let home, reflecting the quality of work carried out by our Empty Homes team. Customers told us:

90%
Said that the property was clean

91%
Felt that the property was decorated to a good standard

75%
Said everything in the property worked

87%
Thought the garden was in a tidy condition

89%
Said the communal area was clean

92%
Were satisfied with the overall condition of their home

The Empty Homes team returned on average 29 properties per month, with more than 100 properties handed back for sign-up within five days.

The average time taken to re-let a home increased to 85 days, compared with 65 days last year. This resulted in 2.17% rental income being lost while homes were empty.

The service faced a number of challenges, including pressures to match available homes to customers' needs, demand for accessible homes and operational pressures. We're reviewing the re-let process to identify where we can reduce delays and improve efficiency, while keeping customer satisfaction at the heart of the process.

To help with this, the Customer Scrutiny Panel has started to look at the service in more detail. Their recommendations will be used to shape a service improvement plan for the coming year.

To strengthen service delivery, we introduced an Empty Homes Lead Supervisor and two Empty Homes Supervisors. These roles will help drive greater consistency across the service and improve oversight of the re-let process and efficiency.



Homes at Farleigh Fields, Backwell

Helping customers settle into their new home

We want every customer to feel proud and comfortable in their new home. An important part of this is making sure homes feel warm and welcoming.

We know that moving into an unfurnished home can create financial pressure at a time when customers are already managing the cost of moving.

To help with this, we launched a pilot programme with West Country Savings and Loans, a local Credit Union, to provide customers with an affordable way to purchase floor coverings. As a pilot scheme, the programme is helping us test new ways to support customers during the move into their home. To date, 13 customers have accessed the scheme.

Tenancy sustainment

704

Customers supported by Income Officers



£166,300

Value of the arrears reduction



£531

Average reduction per household



171

Households no longer in rent arrears



Figures above show customers requiring account intervention in April 2025 and the status of the same customer cohort 12 months later.

The continued cost of living pressures have affected many customers' ability to manage their household finances. The Income team has provided targeted support and advice to help customers manage changes in circumstances, sustain their tenancies and maximise household income.

As of 31 March 2026, 2,111 customers were in rent arrears, with total rent debt standing at £982,000. Of these, 632 customers owed more than £500 in rent arrears.

During the year, the Department for Work and Pensions continued the managed migration of benefit claimants to Universal Credit. At the end of the reporting period, 3,855 customers were claiming Universal Credit, compared to 3,253 in March 2025. The Income team supported customers throughout the transition, helping them manage changes to payment dates and patterns.

Working with customers to tackle debt

Supporting customers with debt is key to tenancy sustainment and financial resilience. Our Money Advice team has provided guidance and tailored support to 226 customers struggling with debt, securing positive financial outcomes of more than £2.4 million.

Winter Warmer Workshops

Recognising the increased financial pressures often experienced during the winter months, the team delivered Winter Warmer workshops across our three community hubs, age-restricted schemes and to teenage young carers, providing advice and support to those most in need.

> Alliance's Money Officer was excellent in the way she understood my needs. Her support was first class. Thank you for all the help, support and advice given.
>
> **Winter Warmer Workshop customer**

Helping customers sustain their tenancy

We understand that changes in circumstances, significant life events and financial hardship can affect anyone at any time. We provide a range of financial and wellbeing services to help customers access support when they need it most.

Springboard fund

142 **Applications received**

75 **Applications approved**

Providing financial support for essential household items and urgent costs, helping customers through unexpected hardship and supporting tenancy sustainment.

Tenant Support and Wellbeing service

171 **Customers accessed wellbeing support**

Free, confidential advice and counselling through the Tenant Support and Wellbeing service, delivered by Life and Progress, helping customers navigate personal, financial and work-related challenges.

Homeowners and shared owners

7	2	31	9
Right to Buy sales	Right to Acquire sales	Right to Buy re-sales	Age Restricted re-sales

A new Home Ownership team

We brought our Leasehold and Service Charges teams together to create a dedicated Home Ownership team. By combining expertise into one team, customers can benefit from a more joined-up and efficient service.

Third-party managing agents

Many homeowners receive some services through third-party managing agents responsible for their block or estate. To strengthen oversight of these services, we introduced a dedicated Managing Agent Officer role. The role helps us monitor performance more closely, making sure safety standards are maintained and providing customers with a consistent, high-quality service.

Looking ahead, we will consult with customers about the managing agents responsible for delivering block and estate services where they live. This will help us better understand customers' experiences and address any concerns they might have about these services.

Listening to leaseholders

Customers in our sheltered leasehold schemes told us that safe, secure and well-maintained homes and communal areas are important to them. In response, we upgraded entrance doors and door entry systems, replaced fencing and notice boards, carried out external maintenance works and refreshed car park markings.

Feedback from sheltered leaseholders will continue to inform our priorities, helping us target investment and deliver improvements that matter most to customers.

We also consulted with other leaseholders on a range of services to identify opportunities to keep costs as low as possible while maintaining quality. This included reviewing contracts for cleaning, buildings insurance and communal gas and energy supplies to make sure customers continue to receive good value for money.



Leasehold Services Officer, Bronte Richardson, with Leasehold Services Manager, Andy Copeland, at a meeting with sheltered leasehold customers

Shared owners

Overall, shared owner customer satisfaction reported through our TSMs was 61.1% (TP01 - shared owners). While this is slightly higher than in 2024/25, performance remains broadly in line with the previous year, and we recognise there is more to do to improve the experience of shared owners.

Over the year, shared ownership arrears reduced from 3.2% in September 2025 to 1.47% in March 2026. This will continue to be an area of focus for the service.

To improve customer satisfaction, during 2026/27, we will apply for accreditation under the Shared Ownership Code, demonstrating our commitment to transparency, fairness and high-quality services.

We will also develop a new shared ownership handbook, providing clear information about customers' homes, the services we provide and their responsibilities as shared owners. To make sure shared owners have more opportunities to influence our services, we will look at launching a Shared Ownership Customer Panel, helping us better understand customers' views and improve their experience.

Responsible neighbourhood management

Tenant satisfaction measure	Results	Compared to last year
Satisfaction that communal areas are clean and well-maintained **(tenants)** **TP10**	**65.2%**	 About the same as last year
Satisfaction that communal areas are clean and well-maintained **(shared owners)** **TP10**	**61.5%**	 About the same as last year
Satisfaction that we make a positive contribution to neighbourhoods **(tenants)** **TP11**	**62.5%**	 About the same as last year
Satisfaction that we make a positive contribution to neighbourhoods **(shared owners)** **TP11**	**52.9%**	 About the same as last year
Satisfaction with how we're handling anti-social behaviour **(tenants)** **TP12**	**55.4%**	 About the same as last year
Satisfaction with how we're handling anti-social behaviour **(shared owners)** **TP12**	**37.0%**	 About the same as last year
Number of anti-social behaviour cases per 1,000 homes **NM01 (1)**	**50.7**	 Better than last year
Number of anti-social behaviour cases involving hate crime per 1,000 homes **NM01 (2)**	**1.1**	 Worse than last year



It's important to us that customers feel supported and connected, in neighbourhoods that are clean, well-managed places where customers are able to thrive.

Michelle Harper, Service Delivery Manager - Neighbourhoods

In March 2026, we launched our three-year Neighbourhood Strategy, setting out what we're doing to create great places to live that our customers are proud to call home.

The strategy was shaped by customer feedback about what helps them feel safe, proud and connected where they live.

Customers said they wanted us to:

- Tackle anti-social behaviour consistently
- Improve lighting, communal doors, and the management of litter and fly-tipping
- Provide clearer information about responsibilities and services
- Create more opportunities for community activities and use of shared spaces.

In response, we've developed five priorities for the next three years:



We will help customers feel safer by:

- Improving CCTV
- Sharing more about how we deal with anti-social behaviour
- Fixing and maintaining communal doors more quickly



We will keep neighbourhoods clean by:

- Improving bin stores and waste management
- Providing a consistent cleaning service for communal areas



We will improve our green spaces by:

- Supporting customers who need help with their gardens
- Increasing biodiversity and supporting wildlife



We will make neighbourhoods places people are proud of by:

- Making better use of commercial spaces
- Improving signage and the look of our areas



We will bring people together by:

- Supporting local activities and events
- Investing in community hubs

To deliver each of these priorities, we recognise that our services need to be well managed, with regular reviews and close working with customers, local authorities and partner organisations.

What success looks like

By 2029, we aim to achieve 80% customer satisfaction across key neighbourhood-related Tenant Satisfaction Measures. Find out more at: **www.alliancehomes.org.uk/neighbourhoods**

Keeping our neighbourhoods safe

Neighbourhoods Community Safety

439
Reports of anti-social behaviour



396
Reports of anti-social behaviour closed



Reports of anti-social behaviour by case type:

88 Domestic abuse	**151** Drug-related	**140** Criminal behaviour	**54** Noise
6 Race-related	**7** Evictions	**8** Possession orders	**11** Injunction orders

We want our customers to live safely and thrive in their communities. We recognise that anti-social behaviour (ASB), regardless of its type or frequency, can be upsetting, and we've been working hard to resolve cases as quickly as we can.

All evictions during the year were related to anti-social behaviour. We work hard to resolve anti-social behaviour and other tenancy breaches through support, engagement and enforcement action where appropriate, using eviction only as a last resort.

Over the past year, we've developed a range of tools to support customers in responding to neighbourhood concerns. These include our Talking cards, to help customers have calm conversations with their neighbours. We also have diary sheets so people can track, monitor and report problems, providing important evidence to support ongoing issues.

We've also been working with our partners, including North Somerset Council and Avon and Somerset Police to help keep communities safe. We took part in community events to increase our visibility in local neighbourhoods. This included another Week of Action as part of Resolve UK's national ASB Awareness Week campaign.

Neighbourhood feels safer after Community Safety team resolves ASB case

"I feel more relaxed, I'm sleeping better, and I've been able to sit outside and catch up with my neighbours again."

That's how Mandy, an Alliance Homes customer living in Weston-super-Mare, described life since longstanding anti-social behaviour in her neighbourhood was resolved.

Customers had experienced ongoing and escalating issues, including verbal and physical aggression, threats, dog fouling and misuse of communal spaces. One neighbour described it as "living on tenterhooks".

Alliance Homes' Community Safety team worked closely with residents, partner organisations and those involved to try to resolve the issues. When the behaviour continued, legal action was taken and the County Court granted possession.

> I feel more relaxed, I'm sleeping better, and I've been able to sit outside and catch up with my neighbours again.
>
> **Mandy Smith, Alliance Homes customer**

Alliance Homes Community Safety Officer, Ashleigh Norville, said: "We always aim to resolve issues early through support. Where problems persist, we act to protect our customers. It's positive to see that residents now feel safe again."

Throughout the case, residents were kept informed, helping them feel supported. With the issue now resolved, customers have told us they feel safer and more able to enjoy their shared spaces.



Ashleigh Norville (R) with customer Mandy Smith.



Russell Forsbrook,
Senior Community Safety Officer (Neighbourhoods)

Neighbourhood management

Responded to	Completed	Completed	Actioned
5,320	10,316	874	310
Estate management cases	Bin store checks	Health and safety checks	Messy garden cases

Our Community Environment Officers help maintain neighbourhoods by responding to estate management issues, checking communal waste areas and carrying out health and safety inspections.

The number of cases we responded to reduced this year, reflecting fewer issues requiring action. We increased the number of bin store checks to help keep communal waste areas clean, clear and safe. However, messy garden cases almost doubled, increasing from 160 to 310.

To address this, we're trialling a dedicated Caretaker role in a key neighbourhood to support our estate management. The role will focus on early engagement with customers who may need help maintaining their gardens, working with them to identify the right support and solutions before issues escalate. The role will be introduced later in 2026.

Estate Champions

Estate Champions continue to support service improvements by helping us monitor the quality of grounds maintenance and communal cleaning services. Their feedback helps us identify issues and target service improvements. Currently available in six schemes, we're considering how this approach could be applied more widely.



Jean Baldwin-Browning and Fran Hughes, Estate Champions at Hobbs Court in Clevedon.

Specialist Tenancy Officers

We know that customers want to see us more in their neighbourhoods. To help make this happen, all our Tenancy Officers have committed to engaging more with customers as part of their performance review.

However, we recognise that current patch sizes can put pressure on the tenancy service, with each Tenancy Officer responsible for an average of 1,200 customers. We will review patch allocations during the coming year to make sure resources are aligned with customer needs.

To better support customers, we have introduced and piloted a number of specialist tenancy officer roles. These include a hoarding specialist role, which was made permanent following a pilot last year. We also introduced pilot roles to support customers in age-restricted schemes and to help customers as we upgrade telecare equipment.

Celebrating a century

In November, Tenancy Officer Kirsty Allsworth helped organise a special celebration for Barbara Seaton, a customer living in Weston-super-Mare, on her 100th birthday. Bringing customers together and helping them stay connected to their neighbourhood is an important part of our tenancy service, particularly for older customers who may be at greater risk of isolation.

Barbara shared her secret to reaching 100: “I’ve kept active and involved, enjoying lots of hobbies and joining in groups to keep busy.”

Understanding the needs of our customers, especially our older customers, has been a priority within our tenancy offer over the past year. Find out more about how we’ve been supporting this group of customers in the ‘Customer engagement’ section.



Barbara Seaton celebrating her 100th birthday with neighbours and Alliance colleagues.

Digital transformation and data insights

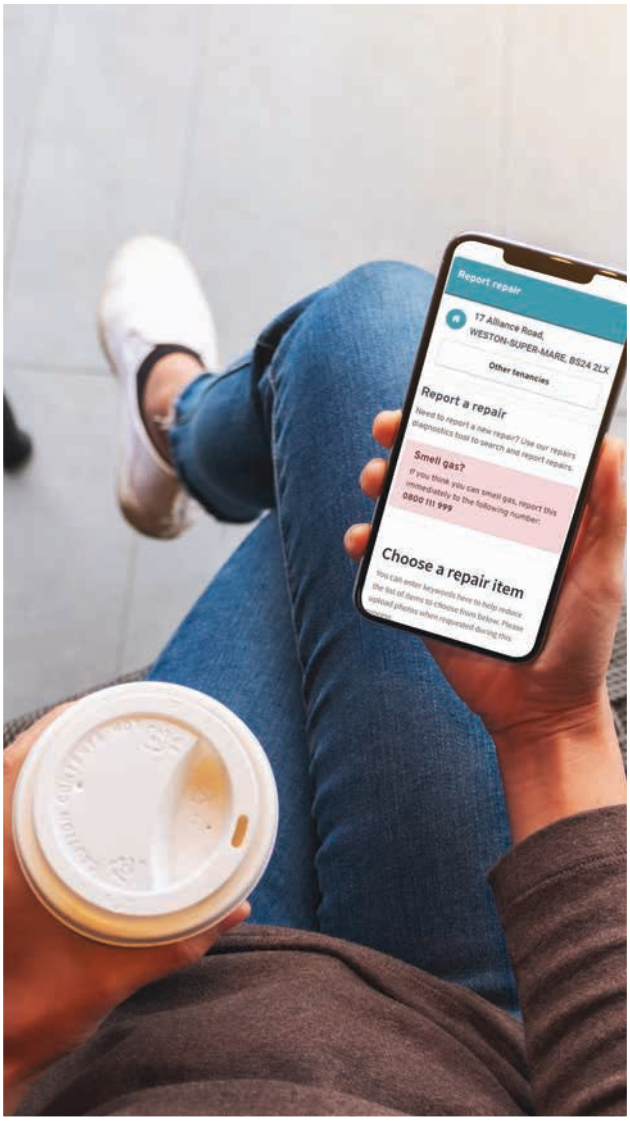
During 2025/26, we continued to invest in technology and data to make our services easier to access, improve customer experiences and support colleagues to deliver services more effectively.

Continuing to improve Connect

Since launching Connect in 2024/25, thousands of customers have registered and are regularly using the portal to manage their tenancy online. During the year, we expanded the information and documents available through Connect, making it easier for customers to access these when it suits them.

We also introduced digital onboarding for new customers. Through Connect, customers can now complete their pre-tenancy assessment online, helping to make the process simpler and more convenient. Since launch, more than 100 customers have successfully completed onboarding through the portal, with over half progressing into new tenancies.

We'll continue to enhance Connect, including further security improvements and making more information available to customers.



Faster, more accurate handling of repairs

Working together, our IT, contact centre and Repairs teams developed a bespoke repairs diagnostic tool that helps customers describe their repair issues more clearly when they first contact us. This reduces delays, minimises repeat contact and improves repairs response thanks to more accurate data.

We also improved repair tracking, giving colleagues better visibility of progress and helping customers receive more accurate updates about their repair.

Investing in core systems

We continued to invest in and improve the performance of our housing management system, CX Housing, and preparing for the introduction of Total Connect, which will replace our current system for scheduling, tracking, and managing repairs. These investments will support better asset management, streamline repairs processes and enable future system integration.

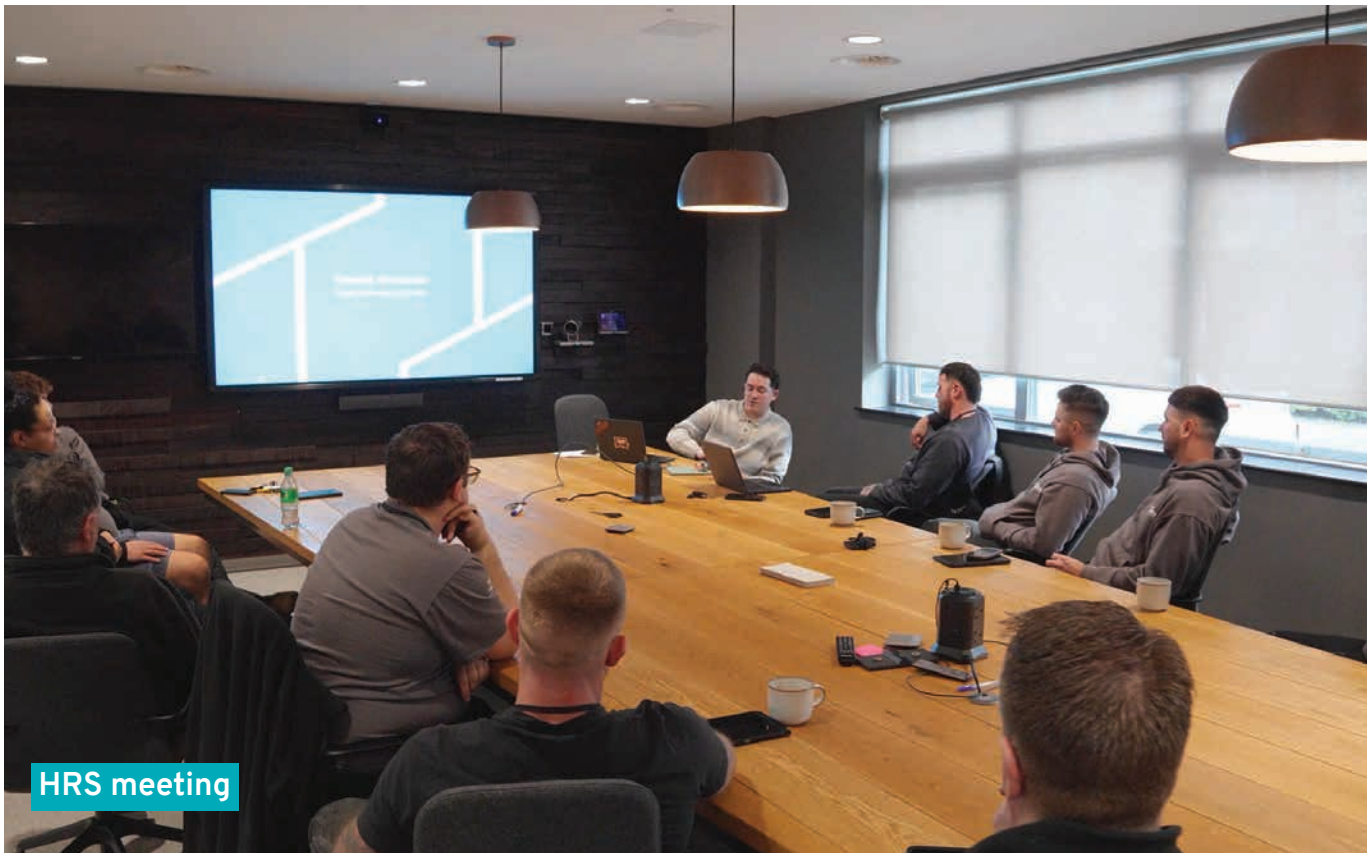
Driving colleague-led improvement

This year, we introduced a new Change Improvement Panel, to help colleagues turn ideas into practical improvements. The panel assesses, prioritises and implements suggestions, helping to create a stronger culture of continuous improvement across the organisation.

Cyber security and digital capability

Protecting customer information remains a key priority. This year we enhanced colleague training, implemented regular system upgrades and partnered with a specialist provider to deliver 24/7 security monitoring. We also continued to support colleagues to make effective use of Microsoft Copilot and other digital tools, helping them work more efficiently and spend more time focusing on customers. We will be developing this further in the coming year.

To help keep customer and business information secure, we introduced a new system that helps protect data, prevent information from being lost and manage records more effectively.



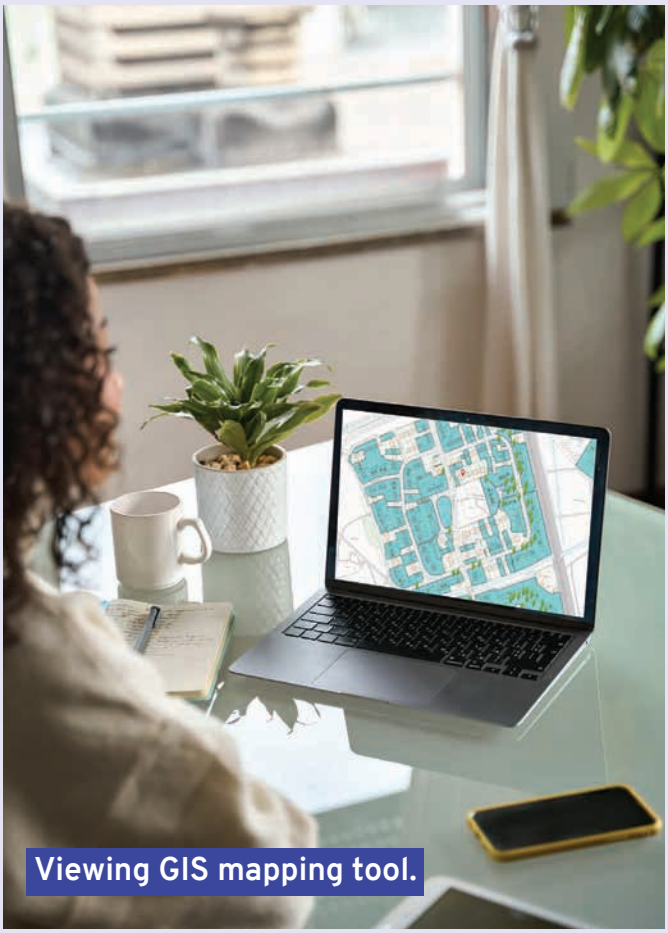
HRS meeting

Using data to improve services

The Data and Business Insights Team continued to help the organisation become more efficient and data-driven by improving reporting, increasing data quality and delivering better insights regarding our customers, homes and services.

New GIS mapping tool

This year, we introduced a Geographic Information System (GIS) mapping tool bringing together information about homes, assets and environmental risks in one place. This system will help us make more informed decisions. Future plans include making some of this information available to customers through our website.



Viewing GIS mapping tool.

Improving efficiency and consistency

We also introduced a new case management framework for services such as complaints and damp and mould. This helps teams manage cases more consistently, improves reporting and gives us a clearer understanding of each customer's journey.

Looking ahead

In 2026/27, we will continue to improve our digital services by using customer and colleague feedback to shape developments. We will continue to modernise our technology infrastructure and replace legacy systems, making sure our platforms are more resilient, secure and capable of supporting future needs.

We will also implement new repairs and telephony platforms to improve service delivery and operational efficiency. Alongside this, we will expand the use of Microsoft Copilot across the organisation and explore opportunities to adopt artificial intelligence responsibly, helping colleagues work more effectively while maintaining appropriate governance and oversight.

We will also continue to develop our reporting and insight capabilities, helping us better understand customer needs, monitor performance and meet our regulatory responsibilities.



ACT colleagues

Supporting our customers

7,996



People supported

1,329



Patients helped through Home from Hospital

1,275



Social prescribing referrals*

1,421



Young carers supported

1,000



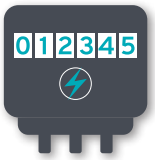
Adult carers supported

14



Carer volunteers recruited

572



People given home energy advice

2,173



Customers accessing Tenancy services

226



People given money advice

95%



Satisfaction with support services**

* Figure includes combined service referrals with Citizens Advice North Somerset

** Result from our transactional surveys

Working closely with local authorities, health partners and community groups, we help people access the advice, resources and services they need to live happy and independent lives.

Tenancy Support

Through our North Somerset Council-funded Tenant Support Service, we help residents access the support and services they need to settle into and sustain their tenancies. In 2025/26, we supported 2,173 residents, many of whom were experiencing multiple challenges linked to the cost-of-living crisis. Managing wait times has been a key focus as we balance increasing demand against a reduced grant allocation.

Upcycling white goods

Our upcycling project provides essential furniture, household items and white goods to customers moving into a new home.

Over 210 items were collected from our empty homes or donated, with 51 customers receiving household items.

We have a qualified PAT tester within the Tenancy Support team, allowing us to safely test and redistribute donated electrical items.

The project saved an estimated £48,000, based on the retail value of the items provided, reducing the need for charitable funding applications while supporting our sustainability aims through the reuse of household goods.

210

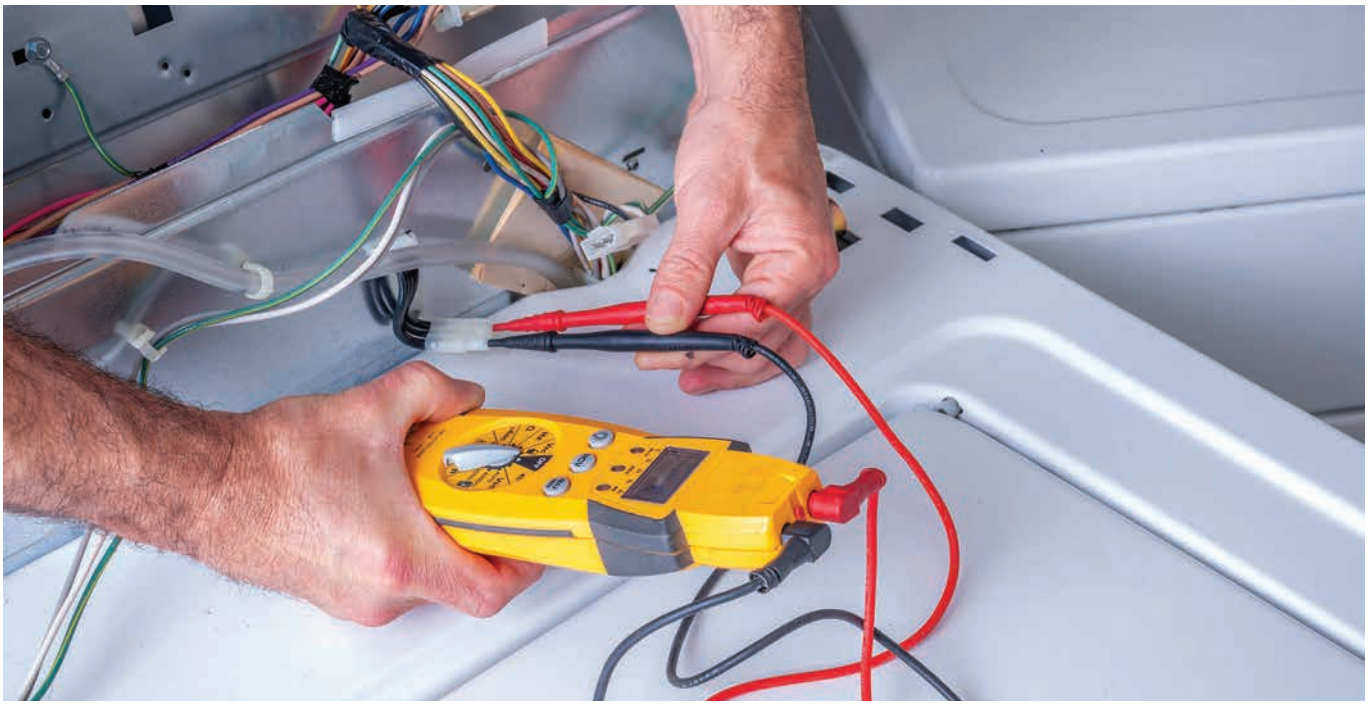
Items collected from our empty homes or donated

51

Customers received household items

£48,000

Estimated saving



Helping Stephen make a fresh start

When Stephen experienced a relationship breakdown, he found himself homeless and was left with nothing but his clothes.

Alliance Homes' Housing Support Officer, Zenia, worked closely with Stephen to help him get back on his feet. She helped him with his homelessness application and supported him through North Somerset's housing register process. Zenia also completed a benefits check, helped him apply for additional benefits he was entitled to and arranged food bank vouchers.

Stephen's housing priority increased and he was soon offered a new home, which he accepted. Zenia then helped Stephen apply for funding to get essential household items and furniture. Through our partnership with Westcountry Savings and Loans, he could access an affordable payment plan for carpets and through our upcycling project we were able to provide a bed frame and coffee table.

Stephen told us the support he received has helped him settle into his new home quickly and regain his independence.

"Moving into a new home and having these items has made a real difference, especially the carpet. I wouldn't have been able to get one otherwise. If I ever need support again, I hope Zenia is there for me."



Zenia and Tom, Housing Support Officers, preparing a donated fridge for a customer moving into their new home.



Moving into a new home and having these items has made a real difference, especially the carpet. I wouldn't have been able to get one otherwise. If I ever need support again, I hope Zenia is there for me.

Stephen Tilbury, Alliance Homes customer

Creating carer friendly communities

In 2025/26, we supported 1,000 unpaid adult carers through one-to-one support, 85 group sessions and seven community drop-in sessions across North Somerset.

To help fund wellbeing activities and respite opportunities, we hosted a fundraising quiz night in November 2025, raising more than £900. The funds will be used to provide carers with valuable respite opportunities.

Volunteer project

Our three-year National Lottery-funded Volunteer Project is due to come to an end in June 2026. Throughout the programme, we have worked with 15 volunteers, creating opportunities for local people to support unpaid carers.

Working in partnership with Weston College, we have established volunteering opportunities with students studying towards a Level 3 Counselling Diploma. These placements have helped us expand our support offer, with volunteers matched with carers to provide tailored support while gaining valuable experience.

Volunteers also help to deliver the Come2gether group, where carers and those they care for can spend time together, enjoy activities and make social connections.



Jodie Moore, Volunteer Coordinator (second from right), with volunteers.

Following the success of the project, we are applying for additional National Lottery funding to continue and expand the support available to carers.



> I enjoy volunteering at group - meeting and mixing with people, being a good listener and hopefully making a small difference to all those involved.
>
> **Mel, volunteer**

Supporting young carers

1,421 young carers aged 5–18 were supported during 2025/26. They received a range of support from therapeutic groups, trips and residential activities designed to provide a break from caring responsibilities and improve wellbeing.

We received more than £32,783 in grants and donations from local charities and community partners, enabling us to deliver opportunities young carers might not otherwise experience. These included residential trips and other activities that help build confidence, develop friendships, raise aspirations and create positive experiences away from their caring responsibilities.

Young adult carers

Recognising the needs of young adult carers, we successfully secured National Lottery funding in December 2025 to develop a dedicated project for carers aged 17–25. The project will enable us to provide tailored support for this age group, bridging the gap between our young carers and adult carers services. The project will be rolled out throughout 2026.



Young carers taking part in a residential trip to Magdalen Environmental Trust in Chard.

Home from Hospital

1,329

Patients supported

259

Carers supported in hospital

£615,135

Bed-blocking savings*

Supporting a safe hospital discharge and preventing unnecessary admissions remained a key focus during the year.

Responding to winter pressures, a winter pilot of the service available in A&E helped identify a number of patients whose needs could be resolved through practical support, avoiding unnecessary hospital admissions.

* Savings related to freeing up hospital beds by helping people return home safely when they're ready.

Healthier homes

The Home Energy Advice team continues to deliver support that helps customers manage energy costs, improve energy efficiency and address damp and mould concerns to maintain healthier homes.

To help customers throughout winter, the team distributed £80,000 in crisis vouchers and provided 300 Winter Warmer packs to customers, resident groups and local charities.



Home Energy Advisor Greg Scott

572

Customers supported

£23,995

Energy savings delivered for customers

£23,835

Debts disputed and reduced

£83,697

Income maximisation and fuel vouchers

Social prescribing

Through our partnership with Citizens Advice North Somerset, we have helped 1,275 people through our social prescribing service, which is available to people registered with Pier Health Group, helping reduce social isolation, improve mental health outcomes and strengthen community connections.

The team works closely with our community hubs, community groups and local organisations.



Social prescribing helps people with everything a GP can't 'fix' with medication.

Traci Bullock, Social Prescribing Link Worker

Building more affordable homes

Local authority	Affordable rent	Shared ownership	Social rent	Total
North Somerset	4	43	56	103
Bath and North East Somerset	11	4		15
South Gloucestershire	18	29	13	60
Total	**33**	**76**	**69**	**178**

This year we were proud to complete 178 new affordable homes, giving more people across the West of England a warm, safe and energy efficient place to live. Every scheme we develop reflects our commitment to tackling local housing need and creating a place people are proud to call home.

With this year's completions, our total new homes programme has reached 903 homes delivered out of our 2,000 home target, with a strong pipeline of new homes for the year ahead.

903

Homes already built towards our 2,000-home target by 2033

336

Future homes in contract or currently being built but not yet handed over (as at 1/4/26)

Standout developments this year

A highlight of the year was the completion of our Elm Grove scheme of Passivhaus homes in North Somerset, a pilot for energy efficiency within our programme. These homes offer exceptional comfort and low running costs, showing how we're embracing new technologies to support both our customers and our environmental ambitions.

We also completed our Trading Post scheme in South Gloucestershire, a development that is helping to bring new life and opportunity to a key local site. The whole scheme delivered high quality, affordable homes alongside improved public spaces, local retail and specialist supported accommodation.

Our shared ownership sales market has remained strong, with continued demand from people looking for an affordable and secure route into home ownership. During the year shared ownership sales secured £7,017,000 of income and generated a £1,040,000 surplus for reinvestment.

Planning for the future

We continue to place a strong focus on energy efficiency, recognising the vital role it plays in reducing the cost of living for our customers. Our collaboration with the Centre for Sustainable Energy has helped us deepen our understanding of how homes perform in real world conditions and how we can design and manage them to deliver lower bills and greater comfort. The lessons we are learning are shaping our future developments and helping to prepare us for future energy-efficiency standards for new homes (Future Homes Standard).

Looking ahead, we will continue to deliver new homes at a similar rate in 2026/27 and will expect to hand over keys to 175 households across the West of England. We also expect to make meaningful progress at our land-led sites at Selworthy Road in Weston-super-Mare where we're planning to build 36 new homes, and also at Millcross in Clevedon, where approximately 50 more are planned. Both developments will play an important role in delivering the next phase of our programme, providing high quality, affordable homes that support the needs of local people and strengthen the communities where we operate.

We're grateful to everyone who has played a part in bringing these homes forward this year. Together, we're helping more people access affordable homes and continuing to make progress towards our goal of delivering 2,000 homes by 2033.

Where we're building new homes



A new home means peace and space for Jason and his son

When Jason Browne moved into his brand-new two-bedroom home at the new Trading Post Way development in Bitton, South Gloucestershire, it was a milestone moment for him and his 13-year-old son, Bobby. Jason shared what it meant for them both:

“I can’t believe it - I feel so lucky and thankful that we now live in this amazing home.

“Before, I was living in Kingswood in a one-bedroom flat in a large, noisy block. My son has ADHD, so he struggles with his emotions and now he’s 13 he really needed more space.

“I’d been bidding on Home Choice regularly but got nothing, then finally I got the offer from Alliance asking me if I’d like to move in here and I was gobsmacked!

“This place is fantastic! For my boy it’s quiet, there’s a garden and best of all he’s got his own bedroom, it couldn’t be better. We’re both so happy and grateful for our new home, I feel the future is bright.”



Shared ownership helps Roger and Gillian enjoy a stable retirement

Roger and Gillian Baker were living in a family house in Weston-super-Mare. After they raised their own family, the extra space in their home allowed them to become foster parents. But when interest rates began to rise, their financial situation changed dramatically, and they didn't think they'd be able to get another home. Roger explained:

"We had an interest-only mortgage, which worked for us, until interest rates shot up. Our monthly payments jumped from £200 to over £1,000. As a retired couple, we simply couldn't afford that. And since we'd also retired from fostering, we felt it was the right time to downsize. We looked at smaller homes but buying on the open market just wasn't an option."

Gillian shared how they discovered shared ownership: "We originally thought that shared ownership was just for the youngsters, but we found it could work for us too. One of the children we'd fostered now lives in an Alliance Homes property and she told us how good Alliance is. We found this apartment on their sales website and immediately knew it was right for us."

"Everything went so well, the day the final offer came for our house we were still looking around and then we got the call for this one, the timing was so perfect! The communication from Alliance was incredible, they talked to us every week and they chased up solicitors. Everything was done quickly, the team were brilliant, I can't praise them enough."

Roger told us what a difference their new home has made to their lives. "We love this apartment, it's secure, a good size and the quality is very good. But the best part is that we now feel much more financially stable. We would definitely recommend shared ownership to others our age, it's given us certainty, security and more money to spend on our grandchildren!"



Gillian and Roger Baker, Alliance Homes customers

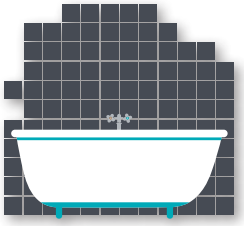
Investing in existing homes and neighbourhoods

Improving homes

Customer satisfaction with home improvements **82%**

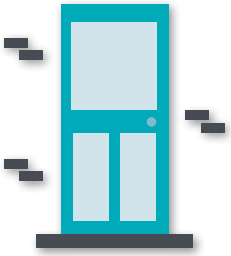


180



New bathrooms and wetrooms

324



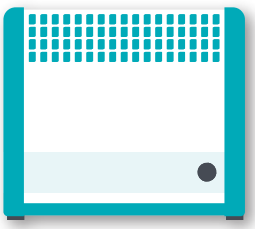
Doors

107



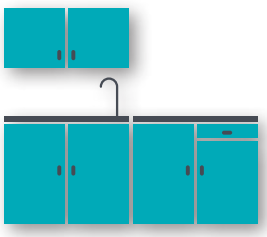
Boilers replaced

43



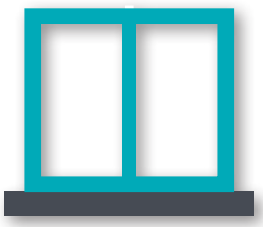
Fuel heating systems incl. radiators replaced

196



New kitchens

314



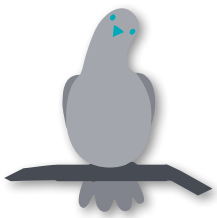
Windows replaced

29



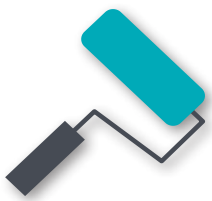
Roofs replaced covering 149 homes

256



Bird guards fitted to solar panels

449



Homes externally decorated

We invest in our homes to keep them safe, comfortable, and suited to our customers' needs. By maintaining consistent investment, we also prevent issues from arising, reducing the need for reactive repairs.

By the end of the year, 99.5% of our homes met the Decent Homes Standard. This compares favourably to a national average of 90% in the social rented sector, according to the 2024 English Housing Survey by the Ministry of Housing, Communities and Local Government.

In 2025/26, we spent £12.7m delivering more home improvements than ever before. This includes works ranging from electrical re-wiring, new boilers and full heating system upgrades, to new windows, doors, and roof replacements. Last year saw the number of new kitchens we installed increase by 60%. Kitchens are one of the most significant improvements we make, helping customers enjoy a home that better meets their needs every day.

We also increased the number of new bathrooms and wet rooms delivered this year. Next year, we're looking to further increase the number of wet rooms installed thanks to a recent tender that will provide better value for money.

Managing homes with better data

The data we hold about our properties is key to prioritising which homes receive improvements. Much of that data comes from our Home Improvement Surveys which we update on a regular cycle.
We're proud to say that this year the number of outstanding surveys has decreased to 56, down from 631 last year and 1,333 the year before. We achieved this year-on-year improvement by changing our customer communication and engagement methods and helping customers understand the benefits of the survey.

We're confident that we have an accurate understanding of the current condition of our homes. This was independently verified by property specialists Savills. We're using this understanding to better target our improvements and maximise the benefits this investment delivers for our customers.



Steve Coker, Stock Condition Surveyor, carrying out a home condition survey in Portishead

A new Asset Strategy

We recently published our Asset Strategy - it sets out how we will meet the challenges of the next three years. Built on data and using an insight-led approach, it defines our direction for future investment in our homes and neighbourhoods while continuing to enhance the customer experience.

One of the key pillars of our Asset Strategy is the need to optimise our assets. Part of that process involves making well-informed decisions about where investment will have the greatest benefit for customers. In a small number of cases, this can mean disposing of homes that would require significant investment but deliver limited long-term value.

In 2025/26, we disposed of six properties after customers had moved out. The sales generated £1.1 million, which will be reinvested in improving existing homes and delivering new affordable housing. While we continue to build more, and increase the number of affordable homes we own and manage, these decisions help ensure we make the best use of our resources.

A kitchen that meets Felecia's needs



Felecia in her new kitchen.

When we invest in homes, we want to make sure those improvements work for our customers. Felecia Burton from Weston-super-Mare was due to have a new kitchen installed so our team of fitters began by speaking to her about what changes she'd like.

"When I spoke to the fitters, I made a special request for the levers on my kitchen sink taps to be installed backwards. It's because I live on the first floor and have a small patch of garden below my kitchen that I can't water easily. If I feed a hose through the window from those taps, the hose can catch and turn the water off when I'm downstairs.

"The other change I asked for was to reduce the gap between the under-counter cupboards, where the separate freezer used to be, so that I could have a larger cupboard while keeping some open space.

"When they came to do the work, the team were polite and very, very good. They took their time and completed their tasks properly. Different people came each day, as they were specialists in their particular areas.

"A lady would call me each evening to keep me informed about who would be coming the next day, what they'd be doing, and what time to expect them. She also gave me her phone number so I could contact her if I had any questions.

"Now the kitchen is finished, all my requested changes have been completed, the fitters also created a bank of switches on one wall, so I don't need to go behind the freezer to reach them.

"I'm happy with my new kitchen, it's neater, easier to control, the cupboards are bigger, plus my garden is now easier to water."

Community investment

Healthier, happier neighbourhoods

Through our community hubs, outdoor spaces, grants and local partnerships, we're helping people build connections, improve wellbeing and get involved in their communities.

Community hubs and Our Neighbourhood Network

We recorded 16,041* visitors and attendees to activities and events at our community hubs and outdoor spaces. This included people taking part in clubs, getting involved in events, volunteering as well as social, learning and wellbeing activities, with new opportunities for young people.

We invested over £50,000 to improve safety and accessibility at the Coronation Community Hub, including a new layout and accessible toilet. The hub was officially reopened in September 2025, with a community celebration featuring live music, dancing and food.

In December 2025, we launched a new online calendar for our community hubs, making it easier to find and book activities. Find out what's on by visiting: **www.alliancehomes.org.uk/community-hubs**

*Represents the number of attendees, not unique individuals

Building a stronger South Ward

In 2025, Alliance Homes and The For All Healthy Living Company (as lead partner), secured £500,000 of National Lottery Community Fund support to continue the Our Neighbourhood Network project, building on the previous five years of the project led by Alliance Homes. The project aims to deliver transformative community health and wellbeing projects in South Ward, Weston-super-Mare.



Jayne Williams with Alliance Homes' Chief Operating Officer, Iain Lock at the reopening of the Coronation Community Hub.

> The hub has made such a difference to me, especially during some difficult times. I've made friends here and love being part of it.
>
> **Jayne Williams, customer**

Wellbeing, nature and Growing Together

Our Growing Together project continues to bring people together through activities and events in our outdoor community hubs and green spaces, focusing on the benefits of nature, wellbeing and opportunities to get involved in gardening.

Here's the impact our gardens have made:

350kg
Of fruit and vegetables grown and shared

1,371
Hours of volunteer support

245
Activities

3,853
Attendees

Bob's journey back to wellbeing

Bob has lived in Bournville, Weston-super-Mare for most of his life. After losing his wife of 53 years, he experienced loneliness and struggled with his mental and physical health.

He described the time as "hopeless":

"The worst thing is loneliness. When you've been with someone for so many years and suddenly find yourself alone, life feels very different and very hard."

After being introduced to the Coleridge Road Community Garden, Bob began to rebuild his routine and sense of connection.

Volunteering has helped him reconnect with gardening and, importantly, meet new people and form friendships. While he acknowledges his journey is ongoing, Bob says, "things will get better and the community garden is a big part of that."



Bob working in the community garden.

> Things will get better and the community garden is a big part of that.
>
> **Bob, an Alliance Homes customer and community volunteer**

Food Pantry

The Oldmixon Community Hub food pantry helps households access affordable, nutritious food through a low-cost membership model. Delivered in partnership with FareShare, a local food distribution charity, and supported by our Growing Together project, the pantry provides seasonal fresh food and produce. Since May 2025, it has distributed 5,528kg of food, saving 4,760kg from going to landfill, and is supported by a team of community volunteers.

The pantry now helps 75 households and offers access to wider hub activities, services and support with community cooking courses being piloted. Looking ahead, we're exploring opportunities to expand the food pantry model to more of our community hubs.

Connecting people to healthier choices

Since becoming a pantry member, Tony has been able to manage his diabetes better. He attributes this in part to a healthier, lower-sugar diet supported by food from the pantry. He regularly shares his experiences of cooking at home and has grown in confidence, connecting with new people.

He says: "I get to try lots of new things, things I'd never pick up normally. With all my health problems, I know I've got to be more careful, and the support here and the food I choose is helping me a lot."

With support from colleagues and volunteers at the food pantry, Tony has rebuilt routines, improved his diet, and regained confidence in managing his own health.



Tony, an Alliance Homes customer and Food Pantry member.

Supporting our communities

£583,651

Neighbourhood investment delivered

£40,555

Social value secured

£34,725

Charitable donations and grants

Communities Together Grants

Customers help shape decisions on how we fund local improvements. Our Communities Together Grants programme (CTG), now in its fourth year, has funded more than £86,000 to local charities, projects and community groups across the West of England. Here's our 2025 grant programme at a glance:

30

Grant applications

11

Grants awarded

£34,200

Total awards

This support included a range of activities from local LGBTQ+ support, transport and arts activities.



Community celebration: international jazz vocalist Marvin Mouneke and Alliance Homes Community Growth Manager, Helen Wheelock

How our Communities Together Grants are making a difference



Service users creating artwork.

Weston Hospicecare

Helping to make difficult end-of-life conversations easier and more accessible locally, breaking down stigma around death and improving access to support through their No Barriers Here programme. Sessions were delivered in our community hubs.



Medineh, ESOL teacher

Refugees Welcome North Somerset

Creating welcoming spaces across North Somerset by funding English for Speakers of Other Languages (ESOL) courses across the region.



Volunteers at North Somerset LGBT+ Forum

North Somerset LGBT+ Forum

Funding core services, inclusion sessions and essential costs to support LGBTQ+ people and families across North Somerset.

Spreading Christmas cheer

Throughout the summer and at Christmas, we partnered with the National Trust's Tyntesfield estate to offer free passes to our customers. 268 families took up this offer which helps open up our national heritage to more people.

At Christmas, we worked with Tyntesfield and Super Culture for a second year to create a fairy tale-inspired display. Led by local resident Jen Brent, customers and colleagues crafted more than 250 crochet baubles which were used to decorate a large Christmas tree at the entrance of the stately home.

The festive celebrations continued with a Christmas lights switch-on in Bournville, Weston-super-Mare. The switch-on featured a festive Volkswagen convoy, organised by The Vee Dub Family and a special visit from Father Christmas and Mrs Claus.

We also hosted a theatre trip for more than 90 families, funded by the Holiday Activities and Food (HAF) programme and support from our supply chain. Families enjoyed The Great Baldini Magic Show, along with a meal, ice cream and a festive hamper.

The hampers were supported by over £5,700 in partner donations from our supply chain, this included Bristol Drains, Hudson Plumbing, Landscape Services, Cobwebs, Jones Building Group, Bell Group (including their supply chain) and A1 Home Inspectors.

> It's not just about creating something beautiful—it's about the connections it brings. Seeing my design brought to life by others shows what's possible when people come together.
>
> **Jen Brent**
> **Local resident**













Being a green and ethical business

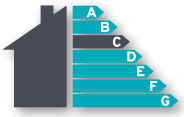
Building sustainability

276



Solar panel systems installed on new and existing homes

89%



Homes with Energy Performance Certificate (EPC) of C or above

261



Homes that received energy efficiency upgrades

12,652



Carbon footprint (tonnes of carbon dioxide and equivalent gases)

Over the past year, we have continued to strengthen our commitment to sustainability through a combination of customer engagement, investment in our transition to low carbon fleet, and large-scale energy efficiency improvements across our homes.

Empowering residents and communities

A key highlight has been the establishment of our Resident Sustainability Group. The customer group was developed following feedback from customers and residents in our communities who wanted to play a more active role in improving their local environment. Initially launched as a trial in South Ward, Weston-super-Mare, we've now expanded to cover all of Weston.

The group held its first meeting in March, where members discussed local priorities aligned with our Sustainability Strategy and explored opportunities to enhance their neighbourhoods. Moving forward, the group will meet quarterly to identify and develop community-led projects, while also helping to encourage wider participation in environmentally friendly behaviours among residents.

Building low-carbon transport options

To support our transition to a more sustainable fleet of repair vehicles and to encourage colleagues to adopt greener travel options, we installed electric vehicle (EV) charging points at our head office in Portishead. This investment represents an important step in reducing emissions associated with our operations and supporting the shift towards electric transport.

Delivering energy efficiency improvements

In February we completed delivery of our Social Housing Decarbonisation Fund (SHDF) Wave 2.1 programme. Since 2023 we've improved a total of 161 homes.

These improvements are helping residents to benefit from warmer, more energy-efficient homes while reducing energy consumption and carbon emissions.

We're using insights from customer feedback to refine how we communicate and engage with residents throughout future retrofit projects, ensuring a more customer-focused approach to delivery.

Expanding our retrofit programme

Building on the progress of Wave 2.1, we've begun delivery of the Warm Homes: Social Housing Fund Wave 3 programme, which will see 335 additional homes upgraded across our housing stock. This work is critical to ensuring our homes remain warm, comfortable, and affordable to heat, while also supporting compliance with the upcoming Minimum Energy Efficiency Standards (MEES) for the social rented sector.

148
Lofts insulated

92
Homes had solar panels installed

136
Properties had cavity wall insulation installed

161
Homes had works completed to reduce the likelihood of damp and mould

2
Properties had energy efficient storage heaters installed



Strengthening delivery through partnerships

To support the long-term delivery of our energy efficiency ambitions, we have entered into a partnership with Sureserve. Through this collaboration, we're enhancing our approach to project delivery, particularly in how we engage with customers before, during, and after installation works. This partnership will help ensure consistent quality, improved communication, and a better overall customer experience.

Building climate resilience

Alongside our decarbonisation efforts, we are also taking proactive steps to address the risks posed by climate change. We continued to work collaboratively as part of the Flood Risk Management Partnership, chaired by North Somerset Council. This partnership brings together regional authorities and infrastructure providers to enhance flood resilience across the area, helping to protect homes and communities from the increasing impacts of extreme weather.

Looking ahead

Building on the progress made this year, we remain focused on strengthening our sustainability approach and delivering meaningful benefits for our customers and communities. Over the coming year, we will work with a specialist consultancy to review our waste management practices across the organisation, identifying opportunities to improve performance, increase efficiency and better align our operations with our sustainability ambitions.

We will build on the commitments set out in our Sustainability Strategy and recently published Neighbourhood Strategy by identifying locations across our communities where we can enhance biodiversity, create connected wildlife corridors and support the development of healthier, more resilient local ecosystems.



Wildlife shelter, Elm Grove, Nailsea

A wildflower garden for our customers and communities



Miller's Close is an age-restricted scheme that had an area of unused green space. Customers told us that the area had been damaged following necessary repair works. Customers discussed how the area could be improved and what should replace the grass. The options were put to a vote, and a wildflower garden was chosen.

The area was then transformed by our Neighbourhoods team, with the Grounds Maintenance team sowing the seeds for the garden in 2025.

The garden really began to shine in spring 2026 when many of the flowers started to bloom. Nesta Babbage, a customer living at the scheme explained the difference it's made for her.

"It's so lovely to be able to walk out and enjoy the flowers. Every time I visit, I spot a new flower, I particularly like the purple ones at the minute. I believe this change is also attracting more wildlife. I think I saw a fox's walking pattern in there the other day."

Nesta hasn't just been enjoying the wildflower garden herself, it's been an opportunity to spend time with her neighbours.

"I sometimes join Florence from downstairs, who is 99 years old, and we chat and enjoy looking at the flowers together."

The garden at Miller's Close was one of two such spaces we created in the last year, with the other one at Stuart Road in Weston-super-Mare.

Using customer feedback to improve Warmer Greener Living

Our Warmer Greener Living project is designed to make our homes more energy efficient and ready for the future. It plays a key part in helping us reach our goal of bringing all homes up to Energy Performance Certificate (EPC) band C by 2030.

To get there, we create a tailored plan for every home that's identified as needing improvements. These plans can include a range of upgrades that can sometimes take a few weeks and involve several areas of the home.

As we roll out more of these improvements, we want to make sure they work for our customers. To find out what went well and where we could do better, we speak to those customers whose homes have received the upgrades.

One of those customers is Jayne Coopey from Weston-super-Mare, whose home received cavity wall insulation, loft insulation, and additional ventilation in spring 2025.

"Since the work was done, I've now gone through one winter and I can say that when my heating comes on, I notice it click off more quickly. During the cold months my home is warmer and more comfortable.

"I do think I'm using less energy, though it's hard to say how much I'm saving because the prices have gone up.

"As for the process, the loft insulation was done quickly, but when they had to remove the old cavity insulation, it was extremely noisy. It was so noisy I couldn't stay in the property, and it took far too long. I spoke to the site manager, and he was brilliant, he agreed with me and he did get it sorted, but it still took a long time. I also think there should have been better communication about what to expect during the process.

"My concern now is how hot it gets upstairs in the summer months. With all the extra insulation, the heat rises and can stay inside."



Jayne Coopey, Alliance Homes customer

Listening and making changes

Following Jayne's valuable feedback and from other responses we received both during the installation process and our listening exercise, we moved to make changes and improve our services. One of the first actions we completed was to appoint a different contractor for insulation removal and we've seen this service improve.

We're also improving the way we communicate with customers, making sure they feel informed, supported and confident throughout every stage of the retrofit journey.

To help achieve this, George Beasant, Alliance Homes' Retrofit Project Manager, and Elaine Chalk, Sureserve's Tenant Liaison Officer, now meet with customers before work begins to explain the upgrades, outline what to expect, and answer any questions. Throughout the process, customers also receive regular phone calls to provide updates on progress, explain upcoming work, and address any concerns they may have.

Alongside this, we're developing a range of resources to help customers understand the upgrades, so they can feel more prepared from the very start of their journey.

We'll also be reviewing how we can balance the need to make homes warm in winter, and comfortable in summer.

By listening, learning, and making improvements, we're making sure Warmer Greener Living works better for everyone.



George Beasant, Alliance Homes and Elaine Chalk, Sureserve

Keeping customers safe

Tenant satisfaction measure	Results	Compared to last year
Satisfaction that the home is safe **(tenants)** **TP05**	**77.0%**	About the same as last year
Satisfaction that the home is safe **(shared owners)** **TP05**	**78.5%**	About the same as last year
Proportion of homes for which all required gas safety checks have been carried out **BS01**	**99.8%**	Better than last year
Proportion of homes for which all required fire risk assessments have been carried out **BS02**	**100%**	About the same as last year
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out **BS03**	**98.8%**	Better than last year
Proportion of homes for which all required legionella risk assessments have been carried out **BS04**	**100%**	About the same as last year
Proportion of homes for which all required communal passenger lift safety checks have been carried out **BS05**	**100%**	Better than last year

Raising standards across our homes

The safety of our customers and neighbourhoods remains our top priority. Over the past year, the teams responsible for delivering safety have achieved significant improvements across all key safety metrics, as reflected in our Tenant Satisfaction Measures.

One way we've improved these measures is by increasing the number of compliance inspections (such as gas and electrical testing). Some customers can be reluctant to let us into their homes to carry out the inspections and that can be for a variety of reasons. To overcome this challenge the Safety team worked with the Data and Business Insights team to understand what the best communication and engagement methods would be for each customer type. By doing this, and by reviewing our approach, we've found more customers are willing to let us in at an earlier stage. Next year we'll build on these improvements and hope to see numbers that have further improved.

Safe and secure places to live

Security is a fundamental part of feeling safe at home. Customers living in blocks told us they wanted improved security at main entrances. To deliver this, we invested in new door entry systems across many of our buildings. These systems enhance security and also integrate with our fire safety infrastructure, supporting a joined-up approach to resident safety.

To ensure these improvements are sustained, we have also introduced a cyclical maintenance programme for communal automatic doors. This proactive approach helps prevent issues before they arise and ensures we continue to provide a reliable and efficient service for our customers.



Marine Parade in Pill.

Investing in safer homes for the future

To further enhance the safety of our homes, we will introduce several initiatives in the coming year. As the number of homes with heat pumps grows, we'll expand training for our teams in their repair and maintenance. This will create a more consistent service for our customers, ensure equipment is uniformly maintained, deepen our in-house expertise and speed up response times. We will also work in partnership with the Data team to strengthen the information we hold about our homes, giving our teams easier access to accurate, high-quality information.

Training colleagues to spot risks

Early identification and prompt action on emergency hazards is essential. We want every colleague who visits customers' homes to be able to confidently recognise and respond to potential risks. By increasing the number of trained colleagues, we can make our homes safer while preparing our teams for upcoming changes to the Housing Health and Safety Rating System (HHSRS).

To support this, we developed a realistic, immersive training experience. Two empty properties were temporarily staged with a variety of hazards, allowing colleagues to identify risks, categorise them, and explain the actions they would take.

Over a three-week period, 254 customer-facing colleagues participated in this innovative, hands-on training. Feedback showed that this practical approach was more engaging, memorable, and relevant than traditional classroom or video-based learning.

Following the training, the properties were restored to our empty homes standard and are now ready to welcome new customers.

> This was so interactive and I got a lot more out of the course by being in the houses. This was an invaluable experience.
>
> **Sophie Skidmore, Customer Engagement Coordinator**



Colleagues receiving safety training.

High-rise buildings programme

Over the past three years, we carried out detailed surveys and assessments across our three high-rise residential buildings in Weston-super-Mare: Alexandra House, Hillsborough House and Bruton.

These surveys confirmed that all three buildings remained safe for day-to-day living. However, they also showed that the buildings do not meet modern structural standards. Following a detailed review of all available options, including refurbishment and extensive investment, we concluded that demolition was the preferred long-term solution. Even with significant investment and major disruption to residents, the buildings would still not provide the quality of homes we want to offer our customers now and in the future.

Throughout this process, supporting customers has remained our priority. We worked closely with residents to help them move to suitable new homes, providing dedicated one-to-one support, help with moving costs and home loss compensation.

Alexandra House and Hillsborough House

In 2025, we took the decision to demolish Alexandra House and Hillsborough House. By March 2026, all residents had successfully moved to new homes, thanks to the work of teams across Alliance Homes.

Demolition of both buildings was due to begin in summer 2026, with Alexandra House expected to be demolished by autumn 2026 and Hillsborough House by the end of the year.

Bruton

Following a detailed options appraisal, we took the decision in February 2026 to progress with plans to demolish Bruton.

Our focus remains on supporting residents to move to suitable new homes, with dedicated support available throughout the process. The building remains safe for day-to-day living, and all existing safety measures, services and resident support arrangements remain in place while customers continue their move to new homes.



Hillsborough House in Weston-super-Mare.

Being a great place to work

Investing in our colleagues

Having skilled, motivated and engaged colleagues helps us deliver great services to our customers. That's why investing in our people remains one of our five strategic priorities.

This year, we focused on helping colleagues develop their skills, recognising great work, supporting wellbeing and creating more opportunities for colleagues to connect and exchange ideas. We also continued to listen to colleague feedback, helping us understand what's working well and where we need to improve.

As a result, more colleagues feel positive about working at Alliance Homes, believe in the difference they make for customers and communities, and have confidence in the services we deliver. This progress was recognised externally through our Great Place to Work® accreditation for the fourth year running.

When colleagues feel supported, valued, and have the right tools and skills to do their jobs well, customers benefit from better services and a more consistent experience.

83%



Say Alliance Homes is a great place to work

+6% from 2024

91%



Say we make a positive difference in our communities

+8% from 2024

67%



Say customers would rate our service as excellent

+15% from 2024

86%



Feel they can make a difference here

+7% from 2024

78%



Say they can take part in training and development

+4% from 2024

Great Place To Work®
Certified
OCT 2025-OCT 2026
UK
™

Our culture

When colleagues are clear about what's expected of them and feel supported to succeed, customers benefit from a more consistent, high-quality service.

In February 2026, we introduced our A-Game Standards, a set of behaviours and expectations that help colleagues succeed in their roles and deliver the right outcomes for customers, colleagues and stakeholders.

Alongside this, we launched a new culture statement that describes our organisational culture:

"We are a purpose-led business with a performance culture, where every colleague has the right mindset and skillset to be on their A-Game, driving the right outcomes for customers, colleagues and stakeholders with compassion and care."

Together, the A-Game Standards and culture statement provide greater clarity and consistency across the organisation. They help colleagues understand what great looks like, bring our standards to life and do their best work for customers.

Supporting colleagues to learn and grow

Supporting colleagues to learn, grow and build their careers is an important part of delivering great services for our customers. The social housing sector continues to change, with increasing expectations on service quality, customer experience and landlord accountability.

From October 2026, the new Competence and Conduct Standard will require social landlords to make sure colleagues have the skills, knowledge and support needed to deliver consistently high-quality services.

The standard focuses on professionalism, respect, accountability and listening to customers. We have continued investing in learning and development to make sure we are well prepared for these new requirements, which will benefit our customers and communities.

During 2025/26, eight colleagues were enrolled in the Chartered Institute of Housing (CIH) Level 4 Certificate in Housing, with four of them achieving their qualification during the year, and four continuing their studies. The qualification covers subjects such as housing law, regulation, customer service and understanding the needs of different customers. This helps colleagues build their knowledge and confidence, so they can provide good advice, make informed decisions and deliver services that meet the changing needs of our customers.



Colleagues achieving CIH qualifications.

Colleagues also have access to wider development opportunities through the Chartered Institute of Housing. Through our quarterly CIH Club, colleagues hear from guest speakers, discuss current issues affecting the sector and share learning with peers.



Colleagues who have taken part in The Alliance Professional Passport (TAP) programme.

The Alliance Professional (TAP) programme continues to play a key role in colleague development. The programme helps colleagues understand what it means to be a professional working in social housing, building their knowledge of the housing sector, the challenges customers face, and the role they play in delivering great services. TAP also encourages colleagues to reflect on how they interact with customers, exploring topics such as equality, diversity and inclusion, unconscious bias, and stigma in social housing. TAP also encourages colleagues to reflect on their practice and undertake regular continuing professional development activities, helping them to continuously develop their skills and knowledge. Nearly 40 colleagues working in housing and community roles have now completed the programme, with it set to expand to more colleagues in 2026.

To support strong leadership across the organisation, we launched our Leadership Standards in 2025. The standards set out what's expected of leaders across Alliance Homes, including putting customers first, supporting colleagues to perform at their best and driving continuous improvement. From April 2026, we began rolling out our Raising your Leadership A-Game programme, helping managers develop the skills and confidence to lead their teams effectively, improve performance, and create a positive working environment. Strong leadership helps colleagues perform at their best, delivering better outcomes for our customers.

A new online platform for performance reviews and regular check-ins was also introduced. This supports meaningful conversations between colleagues and managers, helping to identify development needs, recognise achievements and encourage ongoing feedback throughout the year. The platform also gives us a better understanding of the training and development needs across the organisation. This helps us invest in the learning opportunities that will make the biggest difference, making sure colleagues have the skills and support they need to deliver great services for customers.

We're also investing in specialist skills across the organisation. During 2025/26, 12 colleagues took part in programmes funded through the Growth and Skills Levy, gaining qualifications in areas including health and wellbeing, accountancy and trade apprenticeships. These programmes help us retain and develop skilled colleagues, strengthening the services we provide both now and in the future.

Growing talent – Mickey's story

Apprenticeships help us develop the skilled colleagues we need for the future, while creating opportunities for local people to build a career. As one of the largest employers in the area, we're proud to support people to learn new skills, gain qualifications and develop their confidence at work.

Mickey Waterhouse is one of our apprentices, currently training as a carpenter.

Since joining Alliance Homes, Mickey says he's grown in both skill and confidence. He describes his role as varied, social and rewarding, and particularly enjoys meeting customers and working alongside colleagues. One of the biggest changes he has noticed is how much more confident he now feels talking to people and building relationships through his work.

With regular training, e-learning and dedicated study time built into his working week, Mickey has developed new skills while putting his learning into practice. He has also learned from experienced colleagues across the organisation.

One of his proudest achievements so far has been completing a set of stairs as part of his qualification. For Mickey, it was an important milestone and a reflection of how far he has come since starting his apprenticeship.

Looking ahead, he hopes to continue building his career at Alliance Homes and become fully qualified. He also wants to encourage other young people to consider apprenticeships as a way to build skills, gain experience and start a rewarding career.



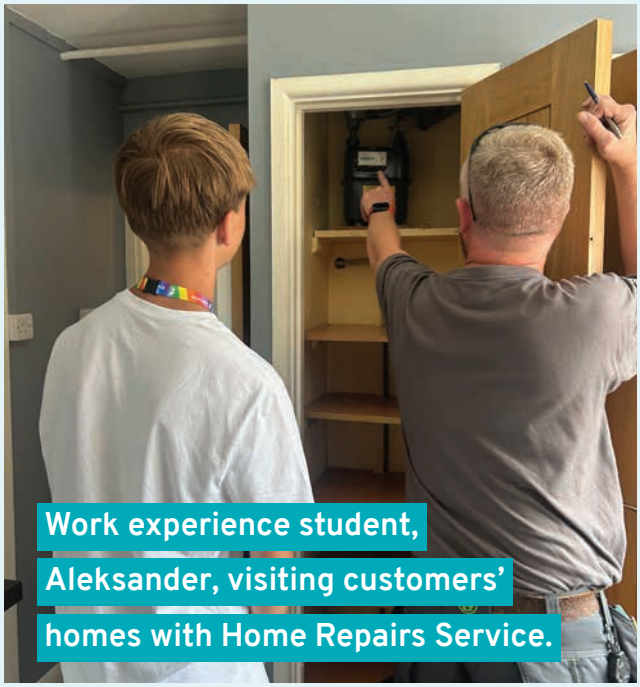
> I enjoy learning something new every day and take pride in knowing my work helps maintain and improve customers' homes.
>
> **Mickey Waterhouse, Carpentry Apprentice**

Inspiring the next generation

Supporting young people to take their first steps into the world of work helps them build confidence, gain valuable experience and consider future career options.

In 2025, we welcomed six students for a week of work experience across Alliance Homes. They spent time with different teams, gaining an insight into a wide range of careers and seeing first-hand how we support our customers and communities.

The placement helped students develop their confidence, build practical skills and better understand the different career opportunities available to them.



Work experience student, Aleksander, visiting customers' homes with Home Repairs Service.

Promoting Equality, Diversity and Inclusion

We want our services to work well for all our customers. That starts with understanding the different experiences, needs and perspectives of our customers and colleagues.

During 2025/26, we continued to deliver our Alliance for All strategy and Being You! action plan, making sure customers and colleagues feel heard, valued and treated fairly.

One of the year's most significant developments was the launch of our Customer ED&I Group. The group gives customers a direct opportunity to share their experiences and influence decision-making within Alliance. Feedback from the group has already shaped our Customer Engagement Framework, ED&I Policy and improvements to our website.

Our colleague Equality Champions group continued to play an important role in raising awareness and identifying opportunities for improvement. Colleagues also took part in a range of learning and awareness activities, including British Sign Language, Deaf Awareness and Hate Crime Awareness training, as well as events linked to Race Equality Week, Pride, Black History Month and Neurodiversity Week. These opportunities help colleagues better understand the diverse experience of our customers and communities.



Colleagues taking part in Race Equality Week's Five-Day Challenge.

Following a successful pilot, we expanded Mentor Match, which brings together colleagues from different backgrounds with Board members and our Strategic Leadership Team. By sharing experiences and perspectives, the programme helps senior leaders better understand the realities of colleagues' day-to-day work and the communities we serve.

Many of the partnerships formed through the scheme have been maintained beyond the programme, demonstrating the value participants found in the experience. The programme created opportunities to gain insight into Board priorities, raise awareness of the barriers faced by colleagues from diverse backgrounds, develop understanding of sustainability priorities, help drive better customer service, and identify opportunities for personal and professional development. Chief Executive Louise Swain said the programme had "reinforced my belief that the best ideas come from those who are doing the job, day in, day out."

Through our partnership with Women's Work Lab, we hosted two women on return-to-work placements. The programme created meaningful opportunities for participants to spend time in the workplace, build professional networks and explore future career options, with one participant going on to secure a role with Alliance Homes.



Irma Papa, Customer Experience Advisor

Following her placement through Women's Work Lab, Irma Papa was offered a role at Alliance and now works as a Customer Experience Advisor. Her journey is one example of how the programme helps women build confidence, gain experience and return to employment.

Recognising our colleagues

Our colleagues play a vital role in delivering great services for our customers and communities. Recognising great work helps create a positive culture where colleagues feel valued, motivated and supported to deliver their best for customers.

Through our Above and Beyond programme and annual Alliance Awards, we celebrated individuals and teams who demonstrated outstanding customer focus, commitment and teamwork. Our recognition initiatives also provide an opportunity to share examples of



CEO award winners, the Building Safety Project team.

our A-Game Standards in action and celebrate the achievements that make a difference for customers.

Charity of the Year

This year, we launched our Charity of the Year initiative, giving both customers and colleagues the chance to help choose a cause to support.

Following nominations from colleagues, and customer vote through our online customer community, Hive, Weston-super-Mare-based charity Somewhere To Go was selected. The charity supports people who are homeless or facing difficult circumstances, providing a safe space, practical help and support to move forward. Its work closely aligns with our purpose and the difference we want to make in our communities.

Throughout the year, colleagues got behind the initiative in a variety of ways, from raffles and bake sales to larger fundraising events, raising both money and awareness for the charity.

Three peaks challenge

One of the standout moments came when a team of 20 colleagues took on the National Three Peaks Challenge. Covering 24.6 miles and climbing the highest peaks in Scotland, England and Wales, the team battled heavy rain and winds of up to 60mph to complete the challenge and raise more than £3,800.

> A year of training gave us the strength and resilience we needed for the challenge ahead. Our motto was 'put others first', and when the weather turned and fatigue set in, that mindset made all the difference. We supported each other every step of the way and achieved something we're incredibly proud of together.
>
> **James Wotton, Gas Engineer and challenge team leader**



Colleagues conquering Scafell Pike.



Alliance Homes colleagues volunteering for our charity of the year.

Make a difference through volunteering

Colleagues also supported Somewhere To Go by volunteering for the charity through our Make the Difference days. During the year, the Business Change team stepped away from their day jobs to sort and organise donations, supporting the charity's day-to-day operations.

Tags of Joy

During the festive period, we launched our first Tags of Joy campaign. Christmas trees in our offices were decorated with tags, each representing an item requested by someone supported by the charity. Colleagues donated a wide range of essentials and small treats, including sleeping bags and toiletries, books, blankets and chocolate. In total, 75 bags of donations were delivered, helping provide comfort, practical support and a little festive cheer during a challenging time of year.

Together, these efforts made a real difference. Over the year, colleagues raised £6,420 for Somewhere To Go, alongside giving their time to support the charity's work.


Empty Homes Supervisor, Zack Bidwell, delivering gifts.

> The support from Alliance Homes has made a huge difference to the people we help. The money raised will help make sure we can continue providing vital services and support to those who need it most, and we are incredibly grateful for the generosity shown by colleagues throughout the year.
>
> **Ellie Lloyd, Somewhere To Go Centre Manager**

If you need this document in another format, such as large print, please let us know.

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