

**Environmental,
Social and Governance
(ESG) Report
2025/26**

Welcome

At Alliance Homes, being a green and ethical organisation sits at our core and is a key part in our Corporate Strategy, Plan A 2.0. For us, it is about making improvements to reduce our impact while continuing to put our customers and communities at the heart of our work. This report provides a snapshot of the progress we made in 2025/26 improving environmental, social and governance priorities across our homes, communities and with our colleagues.

Providing safe, energy efficient homes is a key priority for us. This year saw the milestone of the end of our Social Housing Decarbonisation Fund Wave 2.1 programme and beginning of delivery on our Warm Homes: Social Housing Fund Wave 3 programme. The momentum behind this progress is one of the reasons 89% of our homes now have an Energy Performance Certificate (EPC) of C, helping to improve the comfort, affordability and energy efficiency of our homes.

We have also made important improvements to the quality and use of our data. We've used this information to help us better understand our homes, target investment and report more confidently on our progress.

During the year we launched our three-year Neighbourhood Strategy which sets out what we're doing to create great places to live that our customers are proud to call home.

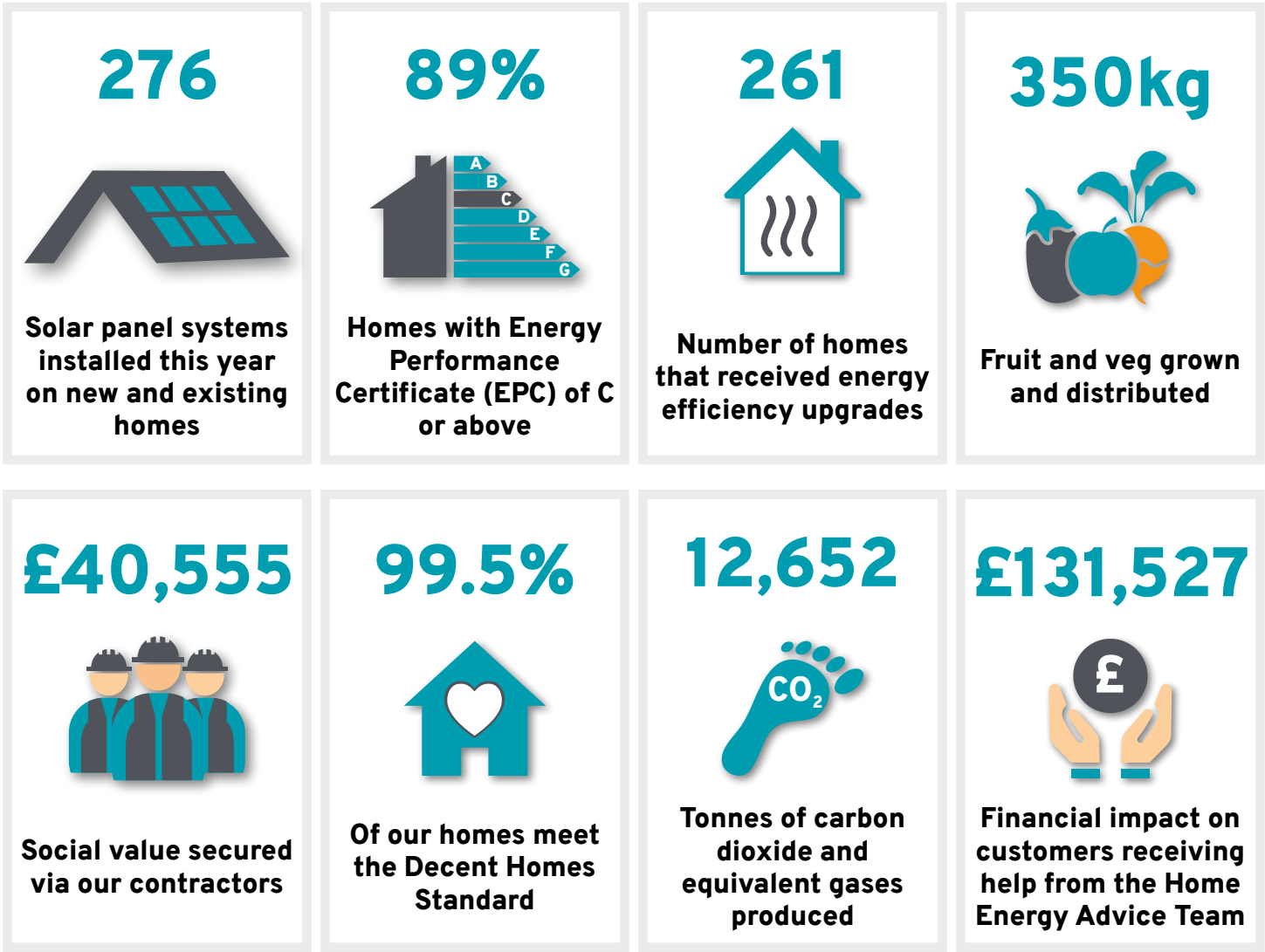
Our hubs and green spaces also remained important community assets, recording more than 16,000 visits to activities and events, while £32,000 in Communities Together Grants helped fund local groups and projects chosen by customers.

We also continued to invest in our colleagues, recognising that good outcomes for customers depend on a supported, skilled and inclusive workforce. This year we launched the second cohort of our reverse mentoring programme, continued to embed our Alliance for All approach to equality, diversity and inclusion, and introduced our new A-Game Standards.

This report highlights the progress we are making towards creating thriving, sustainable communities that our customers are proud to call home.



Our key ESG results in 2025/26





Climate

This theme seeks to assess how the activities of Alliance Homes are helping to prevent and mitigate the risks posed by climate change.

77.31 Overall SAP rating of all our homes

C1. Distribution of Energy Performance Certificates (EPC) ratings of the housing provider's existing homes (those completed before the last financial year).

Over the last year, we have ramped up delivery of our energy efficiency programme, Warmer Greener Living. With the end of our Social Housing Decarbonisation Fund (SHDF) Wave 2.1 and the start of our Warm Homes: Social Housing Fund Wave 3, we have seen a reduction in the number of homes under EPC C.

2025/26			2024/25	
EPC Band	Number	Percentage	Number	Percentage
A	231	3.41%	175	2.60%
B	2184	32.20%	2098	31.17%
C	3628	53.49%	3566	52.99%
D	604	8.90%	703	10.45%
E	50	0.74%	64	0.95%
F	8	0.12%	8	0.12%
G	1	0.01%	1	0.01%
Not Known	77	1.14%	115	1.71%
SAP Avg	77.08		76.54	

These figures do not include our shared ownership properties

C2. Distribution of EPC ratings of new homes (those completed in the last financial year).

In our Sustainability Strategy, we set ourselves the target that new build homes acquired through section 106 purchases should be a minimum level of EPC B. For our grant-funded (land-led) new build homes, the target is EPC A.

2025/26			2024/25	
EPC Band	Number	Percentage	Number	Percentage
A	74	71.84%	53	54%
B	28	27.18%	46	46%
Not Known	1	0.97%		0
SAP Avg	92.24		90.84	

These figures do not include our shared ownership properties

C3. Does the housing provider have a Net Zero target and strategy?

If so, what is it and when does the housing provider intend to be Net Zero by?

Our Sustainability Strategy published in March 2025 outlines our commitment to take steps against the climate and ecological crisis. Our strategy highlights our ambition to achieve net zero by 2050, alongside other commitments to increase our resilience to the impacts of climate change.

The eight themes of the strategy reflect how carbon reduction measures are being considered across the organisation.

Key themes in sustainability strategy

Our 2025-28 sustainability strategy includes actions across various themes.



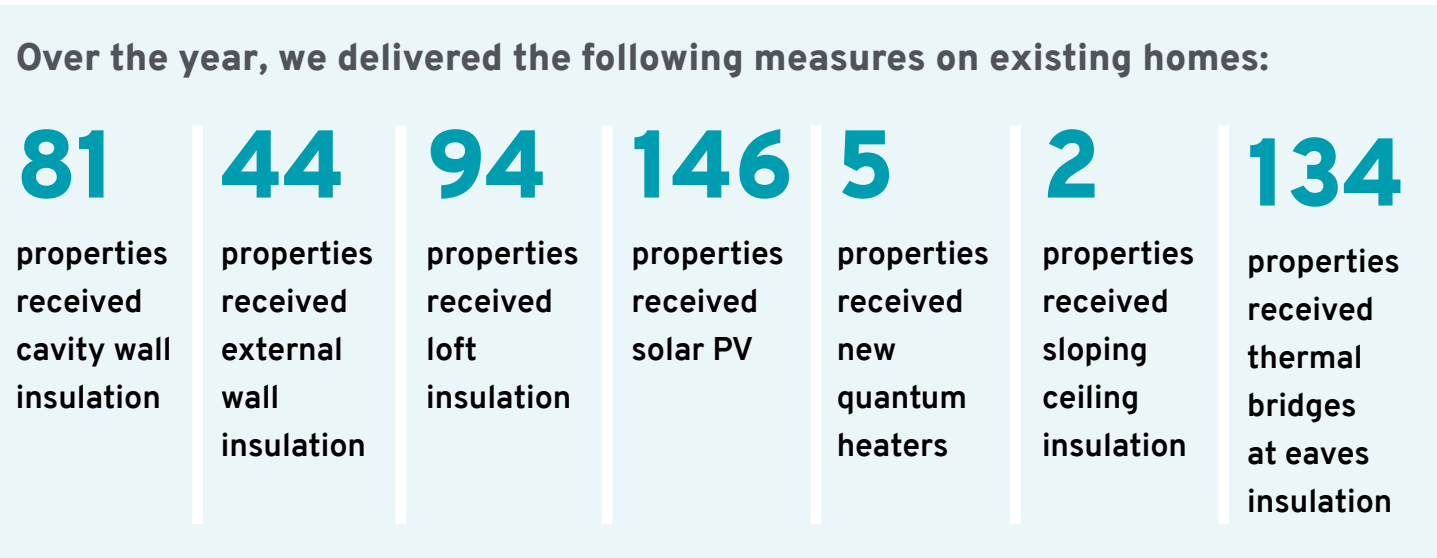
C4. What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy?

What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

In 2025/26, we saw the wind down of our £3.8 million retrofit project, partly funded through the Social Housing Decarbonisation Fund (SHDF) Wave 2.1 scheme. Through the project, 161 homes received energy efficiency measures ranging from solar PV, loft insulation, additional ventilation and more.

Last year, we began delivery for our Warm Homes: Social Housing Fund Wave 3 following our award of £2.9million from the Department for Energy Security and Net Zero. We are continuing our efforts to improve our homes to make them more energy efficient and reduce cases of damp and mould.

In 2025/26, a total of 261 properties received energy efficiency measures. These were delivered as part of our Social Housing Decarbonisation Fund (SHDF) Wave 2.1, Warm Homes: Social Housing Fund (WH:SHF) Wave 3 or our ad hoc energy efficiency works.



This year, we installed electric vehicle (EV) charging points at our head office in Portishead. Part-funded by the Office for Zero Emission Vehicles, this investment marks an important step in our transition towards a lower-carbon fleet. The charging points are also available for colleagues to use, helping them to shift away from internal combustion engines.



C5. Report Scope 1, Scope 2 and Scope 3 Green House Gas and total emissions per home

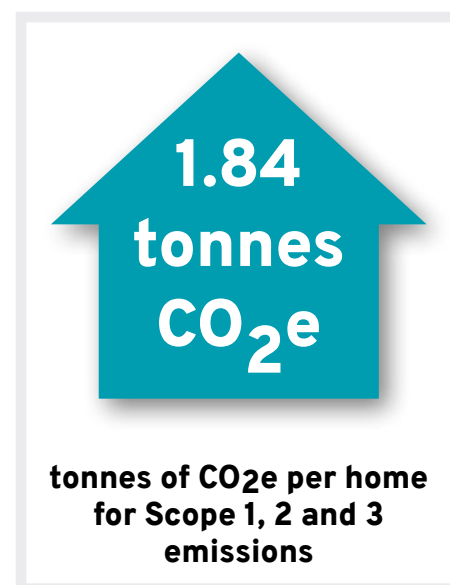
If unable to report emissions data, please state when the housing provider is expected to be able to do so.

For our second year in a row, we worked with SHIFT Environment to calculate our emissions. Our total emissions for 2025/26 were 12,652.45 tonnes CO₂e.

Scope 1: Direct emissions from combustion of natural gas for heating in our offices, communal areas and communally heated homes, in addition to combustion of fuel from our fleet vehicles.

Scope 2: Indirect energy emissions from the generation of purchased electricity.

Scope 3: Emissions that are the result of our business actions such as our supply chain, waste generated in operations and our independently heated homes.



Scope 1	Includes combustion of gas across our offices, communal heating systems, communal areas and fleet vehicle emissions.	1,105.11 tonnes
Scope 2	Emissions from purchased electricity for our offices and communal areas	290.46 tonnes
Scope 3 total		11,256.88 tonnes
Scope 3 breakdown	Emissions from independently heated homes	11,190.09 tonnes
	Business travel in employee-owned vehicles	35.83 tonnes
	Transmission and distribution (T&D) losses associated with UK electricity	30.41 tonnes
	Business travel using public transportation and taxis	0.55 tonnes
Total emissions across scopes 1, 2 & 3		12,652.45 tonnes CO₂e

Last year the equivalent combined total figure was 14,125.67 tonnes CO₂e. This reduction can be attributed to improved data, provided by a new energy broker giving more accurate information regarding communal spaces, landlord supply and communal heating systems.

The reduction in emissions of our independently heated homes is due to the use of a different methodology for calculating emissions and is also supported by the progress we've made delivering our Warmer Greener Living, our energy efficiency program.

C6. Has the housing provider mapped and assessed the increased flood risks to its homes caused by climate change in the last 2 years?

How is the housing provider mitigating these risks?

Given our location and the associated flood risk challenges, flood resilience is an important consideration for new developments and asset management activities.

With the implementation of our Geographic Information System (GIS) tool, we have mapped flood risk across our housing stock, enabling us to identify areas that may be increasingly vulnerable to flooding as a result of climate change.

We strengthened our understanding of local flood risks by joining the North Somerset Flood Risk Management Partnership, working alongside North Somerset Council and other risk management authorities. This helps us stay informed of current and proposed strategic flood management projects across the area and ensures our approach is aligned with local flood resilience planning.

To mitigate flood risks, we are exploring opportunities to incorporate property-level flood resilience into future planned improvement programmes where appropriate. Potential measures may include reinforced doors, automatic closing air bricks, and other adaptations designed to reduce the impact of flood events and support quicker recovery. In addition, flood risk is a key consideration within our development, planning, and investment decision-making processes, helping to ensure that both existing and future homes are better prepared for the impacts of climate change.



Attenuation pond nearby to homes at Steart Farm, Cheddar

C7. Has the housing provider mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years?

How is the housing provider mitigating these risks?

No, we have not mapped and assessed water stress risks across our housing stock. However, we recognise the potential for climate change to place increasing pressure on water resources and are taking steps to promote water efficiency across our homes and operations.

To help mitigate potential water stress risks, we ensure that new-build homes are designed to meet applicable Building Regulations requirements for water efficiency. As part of our planned improvement works for bathrooms, we install dual flush toilets and are exploring other water efficient fixtures in our upcoming tender for bathroom suppliers. In addition, we are working to improve our monitoring and understanding of water consumption across our offices and community hub spaces, enabling us to identify trends and opportunities to manage usage more effectively.

C8. Has the housing provider mapped and assessed the increased overheating risks to its homes caused by climate change in the last 2 years?

How is the housing provider mitigating these risks?

No, we have not mapped and assessed overheating risks across our housing stock. However, we recognise that hotter summers and more frequent periods of extreme heat are likely to increase the risk of overheating in homes and affect customer' comfort, health and wellbeing. Like many housing associations, we are still developing our understanding of this emerging issue and are working with sector groups and professional networks to learn from best practice and understand how overheating risks can be assessed and managed.

Overheating is considered in the design of new homes in line with building regulations and design standards. We are also exploring how future asset improvements and customer engagement could help reduce overheating risks and support customers during periods of hot weather. As expectations around the quality and safety of homes continue to evolve through initiatives such as Housing Health and Safety Rating System (HHSRS) and Awaab's Law, we will continue to build our understanding of overheating and use emerging guidance and best practice to inform our approach.



This theme seeks to assess how Alliance Homes is promoting ecological sustainability. The theme examines how we're helping reduce the degradation of natural habitats.

C9. Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe, with reference to targets in this area.

If no, is the housing provider planning on producing one in the next 12 months?

Enhancing our green spaces to support local biodiversity and wildlife and for the benefit of our customers to use and enjoy is a key pillar of our Sustainability Strategy and recently published Neighbourhood Strategy.

We do not have a standalone strategy focused on biodiversity and green space, however we have been thinking more strategically about our land management approach with the support of our GIS tool.

As we continue to enhance our land management approach to incorporate considerations around climate resilience (i.e. sustainable drainage systems (SuDS) and increasing tree canopy for shade), customers will play an integral role in shaping what their neighbourhoods and communities look like.

A good example of our team working with customers to improve biodiversity is the creation of a new wildflower meadow at Miller's Close, one of our age restricted schemes.

Following some building improvements to the block, the grass at the front of the building had been damaged following necessary repair works. We engaged with customers who requested a wildflower garden in that location.

The area was then transformed by our Neighbourhoods team, with the Grounds Maintenance team sowing the seeds for the garden in 2025. This area now supports local insects and wildlife, whilst also creating a space that our customers appreciate and enjoy.



Wildflower meadow at Miller's Close, Pill

Recognising the importance of bees

Darren Furlong and Jo Tapping had always noticed bees in their back garden, but during the hot summer of 2025, it started to become a problem that affected their house. Our repairs team needed to make sure their home was in good order, but they also recognised the importance of preserving the hive because of the importance of these vital pollinators.

Darren explained what happened:

"I thought I might have a hive near my home, but I became concerned when I noticed that honey was seeping through my fireplace and under our skirting boards. When I contacted Alliance Homes about it, Repairs Manager, Graeme Wigg came out and he wanted to find a sustainable solution that would fix my repair and look after the bees. Graeme sourced a specialist beekeeper in Dorset who he could work with to safely remove and rehome the colony.

"The team began by cutting a long hole in the chimney from the outside where they discovered two hives, an older one, that was two metres long, and a newer one beneath it. The bees were crawling past the old one to get in and the beekeeper said that they weren't doing very well."

"The beekeeper took great care to remove the queen, larvae and bees together with plenty of honey from out of the chimney. He then relocated them all to a farm in Dorset, giving the colony the best possible chance to recover and thrive.

"Alliance then fixed my home up and since then we've had no further issues though we do miss them a bit, but we did get a little taste of the fresh honey, and it was delicious."



A cut away of the chimney showing part of the old beehive.



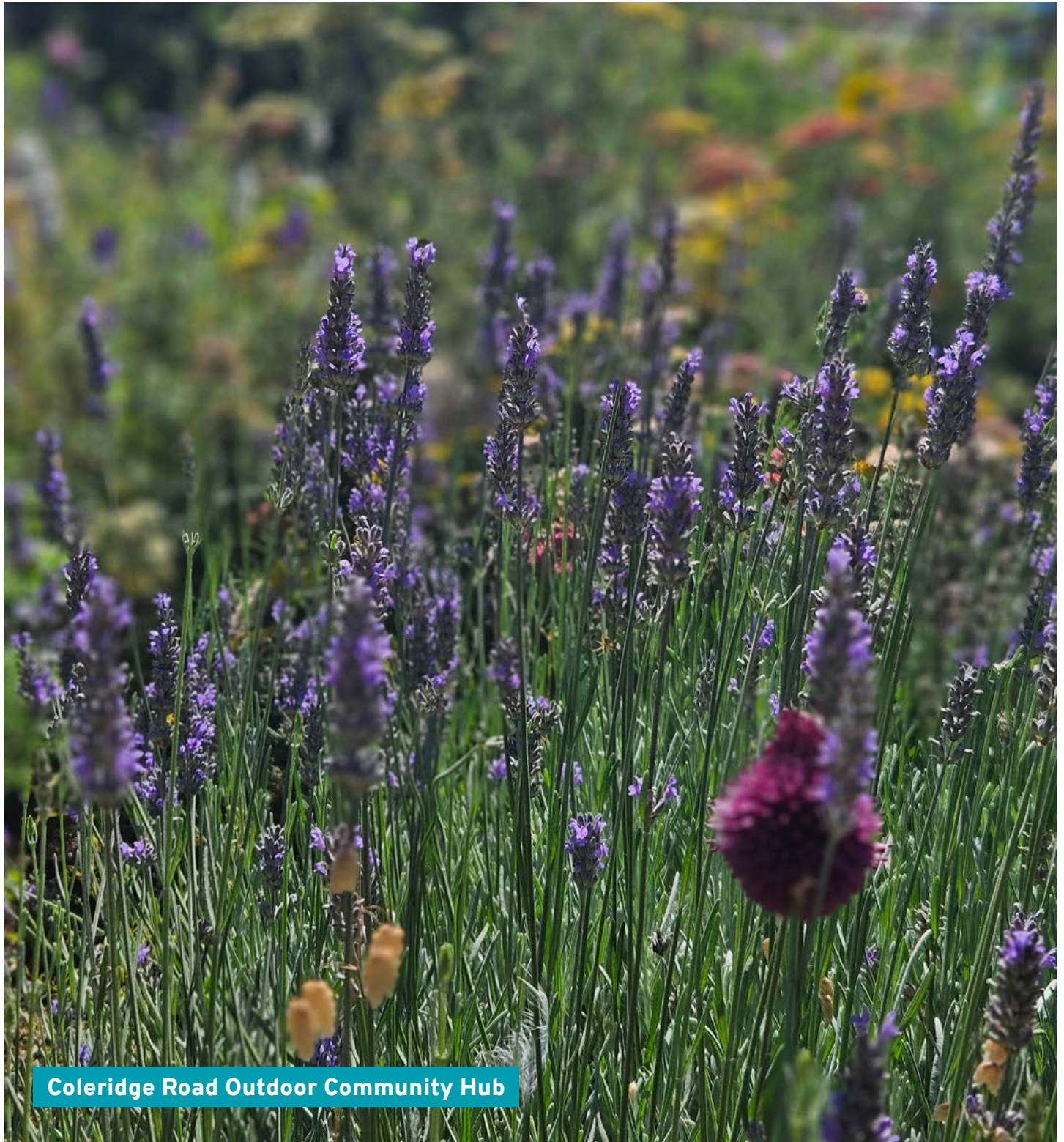
Darren Furlong and Jo Tapping

C10. Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

If so, how does the housing provider target and measure performance?

If planning to develop one, when does the housing provider expect it to be established?

We do not currently have a standalone strategy to identify, manage and reduce pollutants that could cause material harm. We manage specific risks through existing policies and compliance programmes, including our Asbestos Policy. As our Sustainability Strategy progresses, we will continue to strengthen our approach to pollutant management where appropriate.



Resource management

This theme looks at how Alliance Homes uses sustainable practices in the management of natural resources and responsible procurement.

C11. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

If so, how does the housing provider target and measure performance?

If planning to develop one, when does the housing provider expect it to be established?

No, we do not currently have a standalone strategy to increase the use of responsibly sourced materials for building and repair works. However, we recognise the environmental and social benefits of responsible sourcing and incorporate these considerations into our wider sustainability approach.

We already use FSC-certified timber and seek opportunities to specify sustainably and ethically sourced materials wherever practical. As part of our ongoing sustainability journey, we are reviewing our materials supply chain to better understand product quality, cost, availability, and sourcing credentials. This review will help us identify and increase the use of more sustainable material options where feasible and support informed procurement decisions.

While we do not currently have formal targets or performance measures related to responsibly sourced materials, we aim to work closely with suppliers who share our commitment to reducing environmental impact and will continue to assess opportunities to strengthen our approach in this area.

C12. Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

If planning to develop one, when does the housing provider expect it to be established?

Whilst we do not have a standalone waste management strategy, it is an important element in our Sustainability Strategy and we're making progress towards understanding our impact together with the steps we can take to reduce it.

In 2025/26, we appointed a specialist waste management consultant to support with a review of our waste streams across the organisation and identify opportunities to prevent and reduce waste and ensure compliant disposal. This work will produce a report of short, medium and long-term recommendations to develop an internal waste management strategy. Medium and long-term ambitions and targets will be incorporated into future iterations of our Sustainability Strategy.

Improving data quality is a key objective on our waste management journey. Better data will help us understand our waste volumes across all waste streams and identify opportunities to implement the waste hierarchy more effectively. It will also enable us to better report our scope 3 emissions associated with waste generated through our operations as part of our annual reporting.

C13. Does the housing provider have a strategy for water management?

If so, how does the housing provider target and measure performance?

If planning to develop one, when does the housing provider expect it to be established?

We do not currently have a standalone water management strategy or formal water performance monitoring in place. However, we recognise the importance of responsible water use and are taking steps to improve water efficiency across our homes, offices and community hubs.

All new-build homes are designed to meet building regulations for water efficiency. We also incorporate water-saving measures, such as low-flow toilets, through planned investment programmes. Although we do not currently monitor water consumption data, we are exploring opportunities to better understand water use and support more effective water management in the future.

C14. How is sustainability considered when procuring goods and services?

What measures are in place to monitor the sustainability of the supply chain when procuring goods and services?

Incorporating environmental considerations into our specifications and tender process is essential for achieving our broader sustainability goals. Throughout the year, the Procurement Plan is reviewed to identify a suitable approach for integrating sustainability into the tender process. As part of this review, we determine if a tender is to have one of our standard sustainability questions, a more bespoke sustainability question tailored to the goods, service or works, or if more specific details should be incorporated.

This approach enables us to better understand bidders' sustainability goals, in addition to the steps they will take to limit the environmental impact of the contract.

As we develop our engagement with suppliers from mobilisation through to contract delivery, we are looking to integrate emissions data collection from suppliers. We are starting with larger contracts to gain deeper insight into our scope 3 emissions. This will help us identify opportunities to reduce our environmental impact by targeting specific suppliers and informing future tenders.





Customers at the reopening of our Coronation Community Hub in Weston-super-Mare.

Affordability

This theme seeks to assess the effectiveness of the initiatives that Alliance Homes runs to support customers with affordable and secure housing.

C15. For properties that are subject to the rent regulation regime, report against one or both of the following Affordability metrics:

Rent compared to average private rental sector (PRS) rent across the relevant Local Authority

Rent compared to the relevant Local Housing Allowance (LHA)

The below table shows the percentage of our rent compared with both affordability metrics. The figures are the averages across all the local authorities we operate in.

	% Local Housing Allowance (LHA)	% Private Rental Sector (PRS)
1 Bed	86.21%	69.26%
2 Bed	93.21%	71.03%
3 Bed	86.35%	66.46%
4 Bed +	83.38%	60.67%
Average	86.92%	66.00%



Marine Parade, Pill

C16. Number of existing homes (owned and/or managed) completed before the last financial year allocated to:

Measure	2025/26 Existing (Built pre April 2025)	
General Needs	6,019	83.9%
Intermediate Rent	32	0.4%
Supported Housing	46	0.6%
Affordable Rent General Needs	695	9.7%
Affordable Rent Supported Housing	40	0.6%
Shared Ownership	340	4.7%

C17. Number of new homes (owned and/or managed) completed before the last financial year allocated to:

Measure	2025/26 Completed in the year (Built pre April 2026)	
General Needs	69	39%
Affordable Rent General Needs	33	19%
Shared Ownership	76	43%

C18 How is the housing provider trying to reduce the effect of high energy costs on its residents?

We recognise that high energy costs have a disproportionate effect on our customers. As these costs continue to rise due to the wars in Iran and Ukraine, we understand how providing efficient homes and energy usage advice can make our customers' lives easier.

Home Energy Advice Team

Now in their third year of operation, our Home Energy Advice Team provides free support to customers on all aspects of energy use and billing. This includes practical advice on saving energy, guidance on managing debt and benefits, and help with accessing grants and fuel vouchers.

The team has stayed abreast of sector developments, attending the National Energy Advice Forum as well as regional information-sharing groups. Over the winter, they distributed more than £80,000 worth of crisis vouchers, as well as 300 winter warm packs to customers, resident groups and local charities.

£131,527



Financial impact on customers receiving help from the Home Energy Advice Team

Making our existing homes more efficient

Our Warmer, Greener Living programme of retrofit energy efficiency measure is helping our customers' home become more energy efficient. The scheme uses our data to identify the homes that would benefit the most from the improvements energy efficient measures. Improvements include external and cavity wall insulation, loft insulation and solar panels.

89% of our homes now have an Energy Performance Certificate (EPC) of C or higher. By continuing this programme of improvements, we expect to meet our target of 100% of our homes having an EPC of C or higher by 2030.

261



**Number of homes
that received energy
efficiency upgrades**

Community hubs

For those struggling to keep their homes warm, our community hubs provide welcoming spaces where customers can stay safe and warm, socialise with others, and enjoy activities over a cup of tea. Our Home Energy Advice Team also use our hubs to deliver Winter Warm Workshops where customers can get relevant money advice.

New homes with energy efficiency built in

We're committed to making sure that all our new homes are built to the best energy efficiency standards possible at each site. In our Sustainability Strategy, we set ourselves the target that new build homes acquired through section 106 purchases should be a minimum level of EPC B. For our grant-funded (land-led) new build homes, the target is EPC A.



Elm Grove, Nailsea

An efficient home that works for the whole family

Julie Lewis and her three children moved into a four-bed home at Elm Grove, our development of highly energy efficient Passivhaus homes in Nailsea. She told us what a difference her new home had made for her and her children.

"I was living in a three bedroom and it was too small for us. I shared a bedroom with my two youngest children, and Dom my youngest son is disabled and needs to be on a feeding pump during the night, which meant there wasn't much room and the pump could be quite noisy. The house was nice, but it did have a leak in the shower and there was damp and mould. The combined effect of all that was affecting our mental health and our wellbeing.

"Moving to this new home has made such a difference for all of us. With four bedrooms, we all have our own space and that's meant they can all get on much better and my eldest can study properly.

"For me it's not just that I have my own bedroom, I feel happier here. The ceilings are high, so it's brighter and airier. And the location is great too, the woodland path to the shop is great for meeting people.

"For Dom it's also about having space in the garden, the shed is somewhere he can escape to and even practice his woodwork projects.

"Before I moved in I didn't know the homes would be so energy efficient. My first impression was surprise at how warm it is and that's meant I've hardly had to use the heating. The insulation also has the extra benefit that it's really quiet. It's early days for the bills but I think it's made a big difference - I suspect my annual bill will be half what it was!



Building safety and quality

This theme seeks to assess how effective Alliance Homes is at meeting its legal responsibilities to protect residents and make sure buildings are well managed.

C19. Describe the condition of the housing provider's portfolio, with reference to:

% of homes for which all required gas safety checks have been carried out.

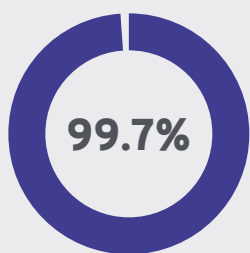
% of homes that meet national fire safety regulations (varies by nation - see guidance document).

% of homes for which all required electrical safety checks have been carried out.

% of homes for which all required asbestos management surveys or re-inspections have been carried out.

% of homes for which all required legionella risk assessments have been carried out.

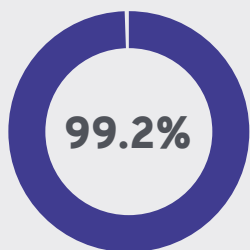
% of homes for which all required communal passenger lift safety checks have been carried out.



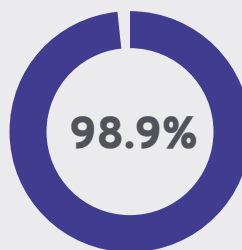
of our homes
have up to date
gas safety
checks



of our homes
have up to
date fire risk
assessments



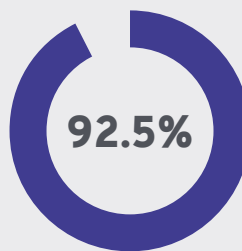
of our homes
have up to date
electrical safety
checks



of our homes
have up to date
asbestos checks



of our homes
have up to
date legionella
checks



of our homes
have up to date
communal lift
safety checks

C20. What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?

The quality of our homes is reflected in our Decent Homes figure, which was 99.5% at the end of the year. This compares very positively with the national average of 90% for the social rented sector, as reported in the Ministry of Housing, Communities and Local Government's 2024 English Housing Survey.

We are committed to bringing the remaining 0.47% of our homes up to the required standard and will carry out all necessary work to achieve this. In addition, we are proactively managing any Decent Homes Standard failures linked to Category 1 hazards under the Housing Health and Safety Rating System (HHSRS), ensuring these issues are identified and resolved as quickly as possible.

To maintain high standards going forward, we have recently published our Asset Strategy, which sets out our approach to addressing the challenges of the next three years. This strategy takes a data- and insight-led approach to guide future investment in our homes and neighbourhoods, while also enhancing the overall customer experience.

C21. How do you manage and mitigate the risk of emergency hazards, including damp and mould?

How do you reduce the likelihood of damp and mould hazards occurring?

Innovative training to spot emergency hazards

Early identification and prompt action on emergency hazards is essential. We want every colleague who visits customers' homes 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 are in the process of being restored to our empty homes standard so they are ready to welcome new customers.

Responding to the introduction of Awaab's Law

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.

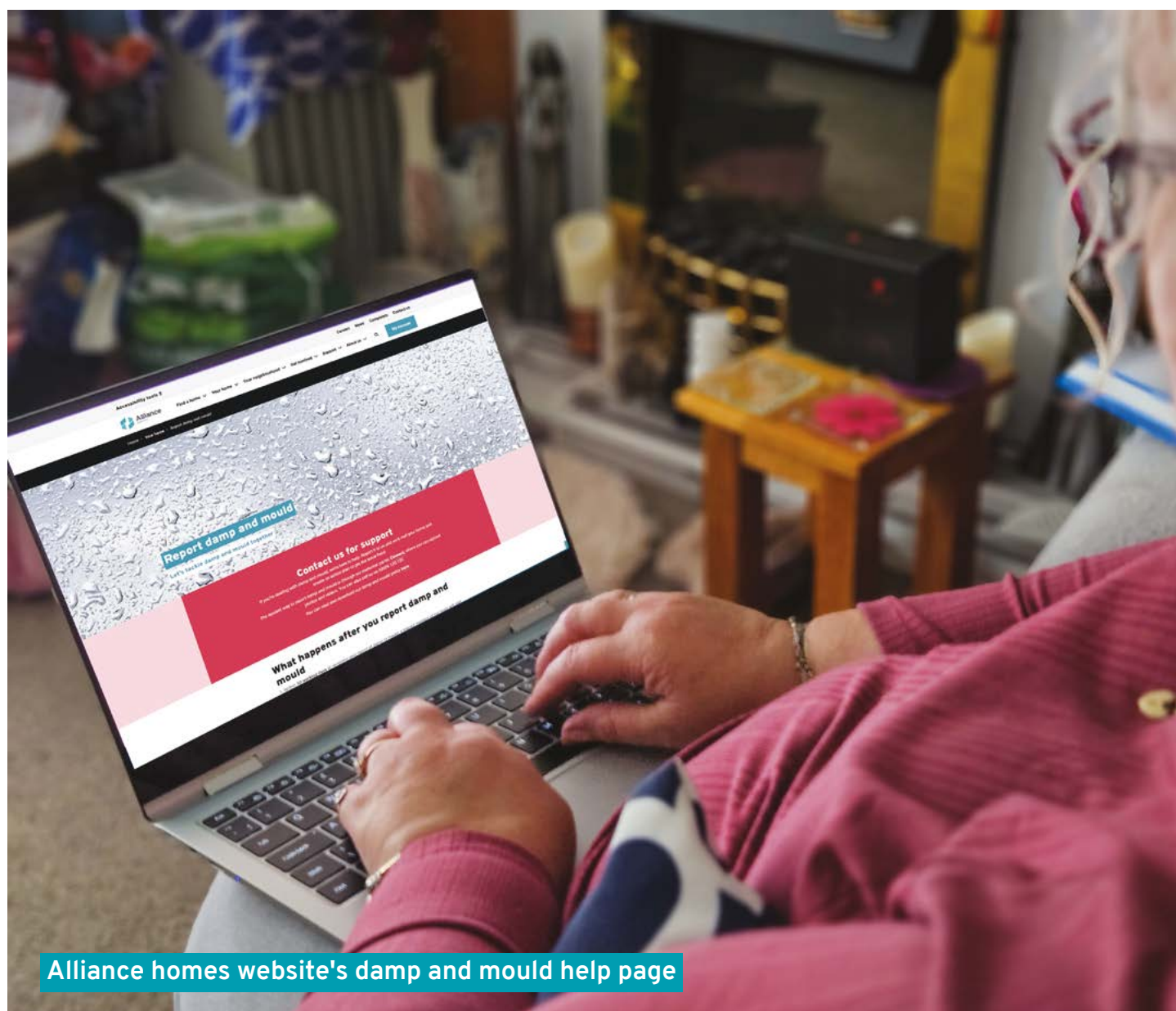
Improving Homes

Our latest asset strategy for 2026/28 places a priority on identifying those home types that are more at risk of damp and mould issues so that we can make sure we have consistent solutions to those issues are rolled out and we can prevent problems before they can become an issue for our customers.

Our Warmer, Greener Living retrofit programme is focussed on improving the insulation and energy efficiency of our homes, but it also aims to reduce the likelihood of damp and mould issues by removing cold spots and installing adequate ventilation.

Informing our customers

We continue to share advice with customers on preventing and managing damp and mould, using materials developed with the Centre for Sustainable Energy (CSE). This information is available on our website, promoted through our social media channels, and provided in printed copies to our customers. The advice describes all the different forms of damp and encourages customers to contact us if they have any concerns.



Alliance homes website's damp and mould help page

Residents and community

This theme seeks to assess how effective Alliance Homes is at listening to and supporting local communities.

C22: What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?

Customer satisfaction in our 2025/26 Tenant Satisfaction Measures survey was 79.8% (TP01 – Overall satisfaction (tenants)).

Customer satisfaction has improved over the past three years, but we recognise there's still more to do. We know that keeping shared spaces clean and well maintained, tackling anti-social behaviour and making a positive contribution to neighbourhoods remain key priorities for customers.

We've introduced a number of improvements over the past year to address these concerns. The following are some of the main points.

- Launched our three-year Neighbourhood Strategy, shaped by customers and focused on creating neighbourhoods that are safe, clean, green, proud and connected.
- Strengthened our approach to tenancy fraud, raising awareness and using data to identify and investigate potential cases more proactively.
- Improved how we manage anti-social behaviour, with an independent audit confirming strong controls and all recommended improvements now completed.
- Set up a Resident Sustainability Group, giving customers a direct role in shaping local environmental and community projects.
- Introduced Customer Estate Champions, who carry out regular checks on contractor cleaning and grounds maintenance and provide feedback to help us improve services.
- Trialled a dedicated Tenancy Officer role in age-restricted schemes, improving communication and helping address local issues such as communal areas and mobility scooter use.
- Improved our repairs satisfaction score which now stands at 82.3%. Much of this improvement has been achieved by improving our first time fix rate with 83% of customers now reporting we fix repairs first time.

C23: What arrangements are in place to enable residents to hold management to account for the provision of services?

We have a number of opportunities that enable customers to share feedback directly to service areas and our leaders, helping influence decision-making and shape service improvements. These engagement opportunities are outlined in our Customer Engagement Framework, which sets out our approach to involving customers in shaping services and organisational priorities

The highest level of customer representation is through our Customer Scrutiny Panel (CuSP). The panel meets eight times a year, and its work is entirely panel-led, giving members the independence to review the services of their choice.

To support them in this role, panel members have taken part in specialist training delivered by an external consultancy to strengthen their scrutiny skills.

The panel has a formal reporting route directly to the Board, meeting with Board members twice a year to present recommendations following their scrutiny exercises. In addition to this, Board members and senior leaders attend CuSP meetings to discuss scrutiny activity.

Alongside the CuSP, we have a number of other customer panels that provide feedback on and help shape service delivery, including the Resident Sustainability Group, Customer Complaints Panel and Customer ED&I Champions Group.

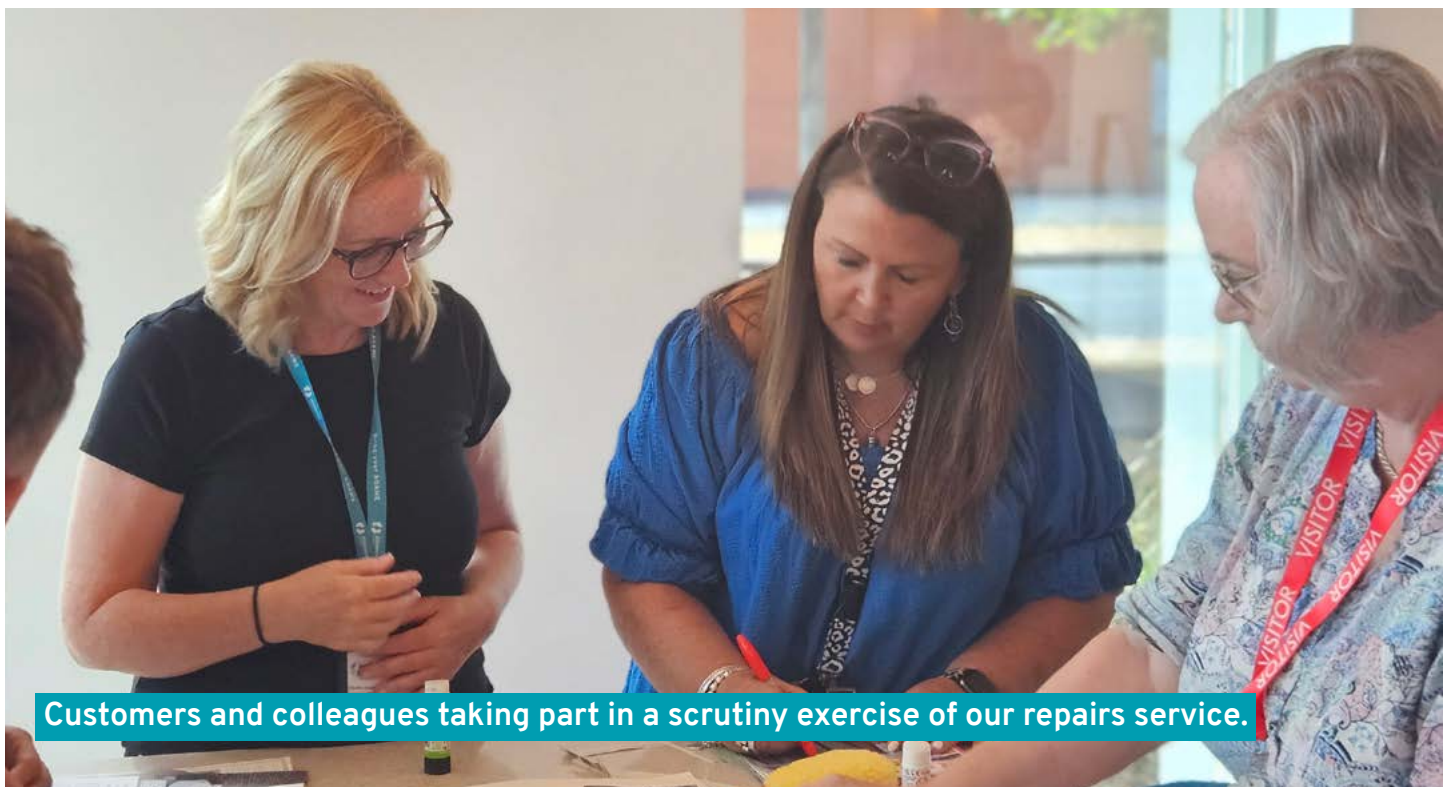
For customers living in our age-restricted schemes, we hold regular community catch-ups and have hosted a dedicated Customer Forum. This gave customers a direct line to our senior leadership and service management teams, allowing them to share their experiences of living in their homes and raise concerns directly.

Feedback from customer panels, community catch-ups and forums is managed through the Recommendation Tracker, where recommendations are recorded, tracked and monitored. Information from the tracker is presented through a Power BI Engagement Dashboard which provides management information on recommendation performance, including:

- Source of customer recommendations (customer engagement group or panel)
- Recommendation status (implemented, closed with no action, or under review).

Key tracker metrics are reported quarterly to the Senior Leadership Team (SLT). In addition, a senior management working group, comprising SLT and OLT representatives, reviews tracker actions every six to eight weeks.

We share quarterly updates on the difference customer feedback has made through our 'You said, we did' webpage (www.alliancehomes.org.uk/you-said-we-did).



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

C24. Report one or both of the following quantitative metrics:

- % of Stage 1 and Stage 2 complaints responded to within target timeframes (varies by nation).**
 - Average time in working days to respond to Stage 1 and Stage 2 complaints**
- How have reported complaints resulted in change of practice within the housing provider?**

During 2025/26, we received a total of 863 complaints, including 717 Stage 1 complaints and 146 Stage 2 complaints.

We responded to 82.85% of Stage 1 complaints within 10 working days and 87.67% of Stage 2 complaints within 20 working days, in line with our target response timescales.

We use complaints to learn and improve our services. Our complaints team work closely with services managers through regular lessons learnt reviews. These help us better understand the root causes of complaints, spot recurring issues and take targeted action to drive service improvements and reduce repeat issues.

As a result of our learnings from complaints, we have:

- Strengthened oversight of contractor performance, with a dedicated Repairs Manager leading performance monitoring.
- Reviewed our repairs processes to help reduce delays and improve the customer experience.
- Developed additional guidance and support for colleagues in Tenancy Services to improve consistency and service delivery.

We are committed to providing services that are efficient, reliable and easy for customers to access, supported by clear communication at every stage.

C25. In the last 12 months, what additional support have you provided to your tenants?

Please include support across any of the following areas, as well as any other relevant services:

- Employment & skills**
- Wellbeing & mental health**
- Vulnerable tenants**

To help customers live happy, independent lives we have a number of support services available when they need it most. Many of our support services are grant funded and available to people across North Somerset, regardless of their housing tenure.

Over the last 12 months, our support services and community projects have helped customers with financial inclusion and debt advice, wellbeing initiatives, community hub activities that reduce loneliness and social isolation, and volunteering and skills development opportunities. Where additional support is needed, we work closely with partners to connect people to mental health, counselling and other specialist services, while providing multi-agency casework and safeguarding support for customers with more complex needs.

Number of customers helped through our support services

Customers helped	No.
Tenancy Support Service	2,173
Young Carers	1,421
Adult Carers	1,000
Home from Hospital	1,329
Social Prescribing referrals	1,275
Home Energy Advice Team	572
Money Advice	226
Total	7,996

Recycling and resettlement support

Our furniture upcycling project helps people moving into a new home access essential household items quickly and sustainably. Last year, we collected and redistributed 210 items from empty homes and community donations, supporting customers to settle into their homes and reducing the financial pressures of purchasing essential furniture and appliances. The initiative also supports our sustainability aims and is estimated to have saved customers and partner agencies more than £48,000* in charity grant applications.

* Based on the average high street cost of basic items.



Tom Maltby, Housing Support Officer (Resettlement)
with recycling household items.

Developing professional skills

Through our community investment activities and support services, we provide volunteering opportunities that help customers develop transferable professional skills.

Within our carers support service, we have a dedicated volunteer role, working closely with local partners, including Weston College. Level 3 Counselling students deliver carer-focussed counselling sessions and support respite activities. The students gain work-based experience while supporting carers.

Across our hubs and green spaces, volunteers develop skills in communication, teamwork and professional specialisms, with several progressing into employment as freelance gardeners and leading community workshops and groups.

Volunteers also help run activities from our hubs, strengthening community connection. We have invested in developing community skills, supporting 22 customers to complete a one-day first aid course and five customers to gain food hygiene certification.

To strengthen customer scrutiny, we have invested in developing Customer Scrutiny Panel members' skills with specialist training and opportunities to attend sector conferences, including those hosted by TPAS and the National Housing Federation.



Ben Gaines progressed from community garden volunteer to a freelance gardener.

Money wellbeing workshops

Recognising the additional financial pressures at wintertime, our Money Advice service, supporting customers with debt, and Home Energy Advice Team, delivered a series of Winter Warmer Workshops in our community hubs and schemes.

Tenant Support and Wellbeing Service

To support tenant sustainment, we provide free, impartial and 24/7 access to the Tenant Support and Wellbeing Service, delivered by Life and Progress. During the year, 171 customers accessed the service through telephone consultations and online resources, receiving support with financial hardship, bereavement, health concerns, stress, and other personal and work-related pressures.

Understanding customer needs

We're working hard to understand customer need and how we can tailor services to support those with additional needs and vulnerabilities. We're doing this through our customer data collection project, Life Through Your Lens.



Images used to promote our Life Through Your Lens campaign

C26. In the last 12 months, what interventions has the housing provider made to foster stronger communities and places, considering both:

- **Physical changes to shared spaces or public realm**
- **Events, activities, and signposting**

Our three community hubs and green spaces play an important role in bringing customers, residents and community groups together. Over the last 12 months, we recorded 16,041* visits to activities and events held across our community hubs and outdoor spaces.

During the year, we worked with our partners to deliver £583,651 in neighbourhood investment and secured £40,555 in social value contributions, supporting a range of community events and activities. This included a festive theatre trip for more than 90 families across North Somerset, funded through the Government’s Holiday Activities and Food (HAF) programme and supported by supply chain partners.

The event provided more than 90 families with a festive theatre experience and access to a healthy meal. Families also took home a festive hamper, funded through over £5,700 in donations from supply chain partners.

We invested more than £50,000 to improve safety and accessibility at one of our community hubs in the Coronation neighbourhood in Weston-super-Mare, which was reopened with a community celebration.

Our community hubs deliver a range of benefits for customers, including:

Community spaces Providing welcoming spaces for a range of activities and events, tailored to the needs of local clubs, groups and classes.	Social activities Offering opportunities for people to connect with neighbours, build relationships and take part in shared activities, including coffee mornings and drop-in sessions	Educational activities Providing educational workshops and training opportunities for children and adults, including practical skills such as bicycle repair.
Health and wellbeing Holding activities and working with groups and organisations to support physical, mental and social wellbeing, including a local men’s mental health Talk Club and a Food Pantry, offering healthy, affordable food to customers.	Support for young people Dedicated activities that meet the needs of young people, including after-school and holiday clubs and play sessions.	Green spaces Maintaining community gardens that provide opportunities for people to connect with nature and take part in food growing, gardening and wellbeing activities.

* Represents the number of attendees, not unique individuals.

Nature, craft and wellbeing

Our outdoor community hub at Coleridge Road in Weston-super-Mare, is an important space for customers to connect with others, nature and support their wellbeing.

In early 2026, we ran a nature craft programme, funded by Quarter Community Foundation, led by local arts and wellbeing facilitator, Judi Simpson. Over seven weeks, customers were introduced to a range of nature-based arts and crafts activities.

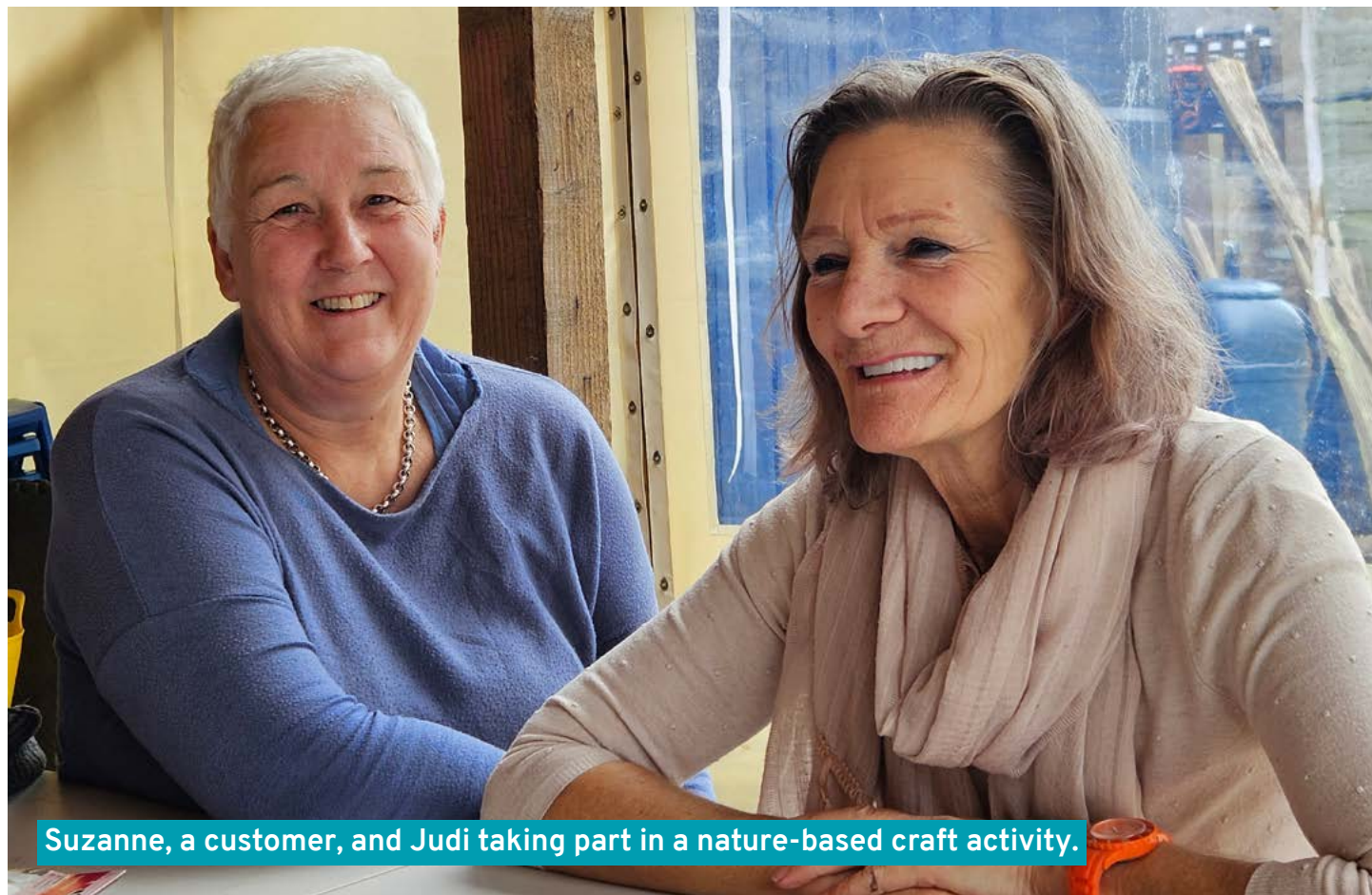
During the programme, customers learnt about local plants while taking part in mindful activities, including colouring, breathing exercises and guided meditation. These sessions aim to help customers build confidence, improve their wellbeing and develop strategies to better manage their emotions, while introducing them to new crafts.

Suzanne, one of the customers who took part in the programme said it was more than just arts and crafts:

“It’s not always easy living alone. My family live far away and, with work and everything else going on, it can be easy to feel lonely sometimes. Coming to the nature craft classes has been wonderful. They’ve helped me get out of the house, meet new people and learn more about plants and nature.”

Reflecting on the impact of the programme, Judi said:

“These sessions give people the chance to step away from everyday pressures, reconnect with nature and simply breathe. Through crafting, you can see stress melt away and confidence grow. The gardens at Coleridge Road create a unique sense of escape, and I hope more people can experience the benefits of spending time in nature.”



Suzanne, a customer, and Judi taking part in a nature-based craft activity.

We believe customers should have a say in how we fund local improvements. Through our Communities Together Grants we awarded £32,000 to 11 community groups, activities and charities. These grants were chosen by a customer-led grants panel, making sure our investment goes to areas that matter most to customers.

During the year, we consulted with customers on improvements to shared outdoor spaces and have delivered two wildflower gardens, repurposing unused green spaces. These are making a positive difference to these communities and we're looking how we can deliver more.

C27. How is social value creation considered when procuring goods and services?

What measures are in place to monitor the delivery of this Social Value?

Social value is integrated into the scoring of tenders for procurement, where applicable. Bidders are provided with a guidance document as part of the tender process to better understand our expectations and approach. Our Community Investment Manager monitors supplier social value commitment and works closely with suppliers throughout the contract lifecycle to support the implementation of social value initiatives and make sure commitments are being fulfilled.

During 2025/26, our supply chain generated £40,555 of social value. The contributions vary to include volunteering, financial donations and pro bono services. These contributions directly support our wider community investment programme, helping to create opportunities for local people and strengthen vibrant, sustainable neighbourhoods.



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



Structure and Board

This theme assesses how Alliance Homes develops organisation leadership, accountability and oversight.

C28. What is the housing provider's most recent regulatory grading/status?

Our current viability and governance rating is G1/V2

C29. Explain how the housing provider's board manages ESG risks.

Are ESG risks incorporated into the housing provider's risk register?

Effective risk management is embedded throughout our governance framework and supports the delivery of our strategic objectives. As part of our commitment to being a green and ethical business, ESG considerations are integrated into our five-year corporate plan, Plan A 2.0, and reflected within our approach to identifying, assessing and managing risk.

The Board maintains oversight of the organisation's principal risks through a strategic risk register, which is regularly reviewed and updated to reflect changes in the operating environment. Risks that could affect the achievement of corporate objectives are considered on a quarterly basis by the Strategic Leadership Team, the Audit and Risk Committee and the Board.

The Audit and Risk Committee provides detailed scrutiny of the organisation's risk and control framework on behalf of the Board, ensuring there are robust processes in place to identify, assess and monitor emerging and existing risks. This includes reviewing both individual and interconnected risks and evaluating the effectiveness of actions taken to manage them.

All identified risks are assessed according to their likelihood and potential impact, with proposed changes and emerging risks considered through the organisation's governance and decision-making processes. Risk implications are also highlighted within Board and Committee reports to support informed decision-making.

To provide independent assurance, the effectiveness of the organisation's risk management arrangements is reviewed annually by an external adviser. This approach enables the organisation to proactively manage a broad range of ESG-related risks and opportunities, including those associated with sustainability, decarbonisation and energy efficiency.

C30. Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No

C31. How does the housing provider ensure it gets input from a diverse range of people into the governance processes?

We have a Customer Scrutiny Panel (CuSP) who are supported by a member of our customer engagement team. The panel decide an area of the business that they wish to scrutinise, and any recommendations made, are approved by Board and actioned by the business. The panel provide Board with a quarterly report and an individual member will attend Board meetings twice a year. Customers are also able to meet with Board on a more informal setting such as attendance at our Age Restricted Forum, shadowing our carers team and attending our local foodbanks.

C32. Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

How do they do this?

We continue to work towards improving the diversity of our Board, ensuring that it better reflects both our customer base and the communities in which we operate.

To support this commitment, we have a number of measures in place:

- A Board-approved Equality, Diversity and Inclusion (EDI) Policy.
- A guaranteed interview scheme for senior management vacancies, whereby applicants from underrepresented backgrounds who meet the minimum criteria for a role are guaranteed an interview.
- An EDI-focused recruitment policy designed to promote fairness and inclusivity throughout the recruitment process.
- Inclusive advertising practices to attract a diverse range of candidates.
- Anonymised shortlisting, where appropriate, to reduce the potential for unconscious bias during recruitment.

As at 3 July, the composition of our Board, including the two Executive Members and our co-optee, is as follows:

Gender: The Board comprises 50% male and 50% female members, representing a balanced gender mix.

Ethnicity: One Board member (12.51%) identifies as being from an ethnic minority background (defined as all groups other than White British). This compares favourably with the demographics of our operating area (2.4%) and is broadly reflective of the nearby city of Bristol (13.4%).

Disability: One Board member (12.51%) has disclosed a disability. This is below the proportion of people with a disability within our operating area (18.9%)

LGBTQ+: No Board members (0%) have identified as part of the LGBTQ+ community. This is below the reported level within our operating area (1.8%); however, it is recognised that this characteristic is often significantly underreported.

Age: The average age of Board members is 52 years, with an age range of 36 to 61 years. By comparison, the population within our operating area is more evenly distributed across age groups, ranging from 16 years to over 65 years.

Lived Experience/Tenants: There are currently no Board members who are tenants of the organisation.

**C33. What % of the housing provider's Board have turned over in the last two years?
What % of the housing provider's Senior Management Team have turned over in the last two years?**

Board turnover – 40%.

During the year 2024/25 there were seven board members and one leaver. During 2025/2026 there were eight members and one co-optee. There were two leavers due to end of tenure.

Senior Leadership Team turnover – 17%.

In the last two years we have had six members of leadership. One person left and was subsequently replaced.

C34. Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

One member of the Audit and Risk Committee is a Chartered Accountant.

C35. What % of the housing provider's board are non-executive directors?

75% of the Board are non-executive directors.

C36. For how many years has the housing provider's current external audit firm partner been responsible for auditing the accounts?

1 year.

C37. When was the housing provider's last independently-run board-effectiveness review?

In line with the National Housing Federation (NHF) Code of Governance, the Board commissions an independent Board Effectiveness Review at least once every three years. The most recent independent review was completed in July 2024. In addition, the Board undertakes an annual self-assessment of its effectiveness, enabling members to reflect on performance, identify areas for improvement, and ensuring continued compliance with good governance practice.

C38. How does the housing provider handle conflicts of interest at the board?

Declarations of Interest are completed on appointment and reviewed annually thereafter. Board and Committee members are also required to notify the organisation of any material changes to their circumstances as they arise. A standing Declaration of Interests item is included on the agenda for all Board and Committee meetings, and the Chair requests declarations at the start of each meeting. Members are also expected to declare any actual, potential or perceived conflict, or duality of interest, at any point during a meeting should one arise.

The organisation provides members with documented guidance on the identification and management of conflicts of interest and duality of interest. Any conflicts are considered and managed on a case-by-case basis in accordance with the relevant policy and governance procedures. Where a conflict is deemed material, the member concerned may be required to withdraw from the discussion and will take no part in the associated decision-making process. A Register of Interests is maintained and reviewed regularly to support transparency and good governance.

This theme assesses how Alliance Homes supports employees with decent work and economic growth.

C39. Does the housing provider pay the Real Living Wage?

Yes, Alliance Homes is a Living Wage Employer.

C40. What is the housing provider's median gender pay gap?

15.67% median gap.

C41. What is the housing provider's CEO: median worker pay ratio?

The CEO: median worker pay ratio is 5:1.

C42. How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

At Alliance Homes, we value the range of perspectives and experiences among our colleagues and the communities we support.

Our Alliance for All framework sets our approach to EDI and our commitment to treating colleagues and customers equitably, ensuring that no individual, group, or community faces disadvantage or discrimination in accessing our services and to providing reasonable adjustments where they are needed.

Underpinning our Alliance for all framework is our Being You! action plan, which sets out how we embed equality and inclusion across the organisation.

We work with external partners, including the Housing Diversity Network, SARI and Disability Confident, who bring specialist expertise as well as independent challenge, oversight and practical guidance that strengthen our EDI practice.

Alongside this, colleagues themselves play a key role in bringing our approach to life. Our team of Equality Champions help us review our practices through an equality, diversity and inclusion lens, drawing on colleague insight and lived experience to identify where improvements are needed.

Learning and awareness are key to embedding lasting change. All colleagues complete equality and inclusion training at induction, with refresher training every three years. Colleagues are also able to take part in additional training including British Sign Language and Deaf Awareness and Hate Crime awareness.

Beyond mandatory training, we encourage open conversations and greater understanding through marking cultural events and sharing lived experiences. Activities throughout the year, such as Pride, Black History Month and Neurodiversity Week, help promote awareness, while blogs from colleagues provide powerful personal insights that deepen understanding.

This year, we launched the second cohort of our reverse mentoring programme, which enables colleagues from underrepresented backgrounds to mentor Board and senior leadership team members. The programme creates space to share lived experiences, explore ideas and constructively challenge thinking. It helps leaders build greater understanding and supports more inclusive decision-making across the organisation.

C43. What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff?

What impact has this had on staff and the wider organisation?

Alliance Homes has once again been recognised as a Best Workplace for Wellbeing, reflecting the strength of the support and services we offer to colleagues, alongside our approach to agile working. This flexibility helps promote a positive work–life balance.

Our approach is structured around three core areas: physical, mental and financial health. We achieved bronze accreditation in the North Somerset Healthy Workplaces Awards, recognising our commitment in this area. We also support colleagues through clear absence management guidance, helping managers respond consistently and compassionately to wellbeing needs.

Physical health

We want colleagues to feel safe, supported and able to look after their health at work. Our Colleague Safety Group, bringing together Health and Safety and HR, uses feedback from colleagues and managers to identify risks, strengthen safety measures and continuously improve workplace safety. This includes safety training, reviewing safety equipment and promoting safe driving practices.

We also support colleagues to maintain and improve their physical health through a range of services and benefits. Our healthcare cash plan helps with the cost of everyday healthcare, including dental and optical care, therapies and consultations. Where specialist support is needed, occupational health services provide independent advice to help colleagues stay in or return to work safely, including recommendations on reasonable adjustments and recovery plans.

We support colleagues from the start of their employment through Display Screen Equipment (DSE) assessments and training that promotes safe working practices. Recognising that health and wellbeing needs change over time, we also provide menopause awareness sessions, peer support opportunities and free period products in our offices.

In addition, colleagues can access wellbeing resources through our online savings and discounts platform, helping them make informed choices to support their health and wellbeing.

Mental health support

Colleagues can access a range of resources and services designed to provide information, guidance and specialist help when needed.

Our Mental Health First Aiders provide an approachable first point of contact, helping to identify concerns early and signposting colleagues to appropriate support. Colleagues also have access to a confidential Employee Assistance Programme (EAP), which offers 24/7 advice, counselling and wellbeing resources, available by phone and online.

Alongside providing support when it is needed, we work to promote positive mental wellbeing and help prevent issues from escalating. Workplace stress risk assessments and wellness action plans help colleagues and managers identify potential pressures and put support in place early. Where more significant support is required, our Colleague Crisis Plan provides a structured framework for responding to acute mental health challenges.

We also invest in raising awareness and building understanding through a range of mental health learning opportunities. This includes e-learning modules and targeted initiatives such as sessions delivered by Andy's Man Club, a men's mental health charity, to our Home Repairs operatives, helping to encourage open conversations, challenge stigma and support positive mental wellbeing.

Financial health

We also provide a range of support to help colleagues manage their finances. This includes an online platform which offers discounts and cashback schemes to help reduce everyday costs.

Our Cycle to Work scheme supports both financial savings and a healthier, more sustainable way to commute.

We also support long-term financial security through our salary sacrifice pension exchange scheme, alongside pension education sessions to help colleagues understand and maximise their benefits. Our EAP also provides access to confidential advice and guidance.

C44. What activity has the housing provider undertaken over the last 12 months to support the professional development of its staff?

What impact has this had on staff and the wider organisation?

Helping colleagues learn, develop and progress is an important part of how we deliver great services to our customers.

This year, we introduced our A-Game Standards, which set out how we work, how we work together and the behaviours we expect across Alliance Homes. They provide colleagues with a clear understanding of what good performance looks like and help create a consistent approach across the organisation.

To support development, we also introduced a new online performance management system. Colleagues have regular check-ins and six-monthly reviews with their managers to discuss progress, identify development opportunities and set goals for the future.

We are preparing for the Competence and Conduct Standard, which will be introduced in October 2026 and requires social housing providers to ensure colleagues have the right skills, knowledge and behaviours to deliver quality services. To support this, managers from across the organisation, including the Home Repairs Service, are undertaking CIH Level 4 and Level 5 qualifications.

We continue to invest in development at every stage of a colleague's career. During the year, two further cohorts completed The Alliance Professional (TAP) programme, helping colleagues build their understanding of the housing sector and develop professionally. Several participants have since secured promotions within Alliance Homes.



Caption: Members of The Alliance Professional programme

Colleagues can access a wide range of learning opportunities beyond mandatory training, including e-learning, face-to-face courses and short learning sessions on topical issues. Departments also have development budgets to support professional qualifications, conferences and other learning opportunities.

One highlight this year was our House of Hazards training, delivered with the Home Repairs Service. More than 260 colleagues took part in practical sessions in empty homes, learning how to spot hazards in a realistic environment and better understand customers' homes.

We also support colleagues to continue learning throughout their careers through funded professional memberships, sector learning opportunities and our quarterly CIH Club, where colleagues come together to explore subjects affecting the housing sector, such as Awaab's Law and stigma in social housing.

Developing leaders is another key priority. Our Raising Your Leadership A-Game programme helps current and aspiring managers build the skills and confidence to lead effectively, while a new coaching platform is giving managers access to additional development and support.

Developing colleagues

Abi Dunster joined Alliance Homes in 2015 as a Support Worker in our Community Support team. Over the next five years, she built her skills, gained valuable frontline experience and developed a strong understanding of the challenges and opportunities our customers face.

In 2020, Abi took the opportunity to try something new and joined the Income team. Starting a completely different role just as the COVID-19 pandemic began was no small challenge, but she embraced the change and quickly adapted to a very different way of working.

Since then, Abi has continued to grow in confidence and experience. She took part in The Alliance Professional (TAP) programme, which helped her build new skills and prepare for the next stage of her career. In July 2025, her hard work and dedication were recognised when she was promoted to Senior Income Officer.

Reflecting on her journey, Abi says:

“Stepping out of your comfort zone and trying new things can be challenging, but it’s often where you learn the most and create new opportunities.”

Alongside her role, Abi is also taking part in Alliance Homes’ reverse mentoring programme, Mentor Match, working with members of the Board and Senior Leadership Team. Through the programme, she has been able to share her experiences, build relationships and help shape a more inclusive organisation.

Looking back, Abi says the support, encouragement and opportunities she has received at Alliance Homes have played an important part in her development. Her journey shows how investing in people, recognising potential and creating opportunities to learn can help colleagues build rewarding careers and reach their goals.



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

You can contact us by calling 03000 120 120, emailing act@alliancehomes.org.uk or writing to us at 40 Martingale Way, Portishead, BS20 7AW.