



Annual Report to HBC Executive Board

October 2025

1. Executive Summary

- 1.1 Halton Housing, like most housing associations, is operating in a challenging environment. Government imposed constraints on rental income together with increasing costs and new consumer regulation has reduced financial capacity.
- 3.1 Our three-year Corporate Plan to March 2025 outlined our commitment to our customers and the wider borough.
- 3.2 Our key achievements for 2024/25 include:
- Customer satisfaction levels across all 12 TSM perception measures have increased compared to 2024/25 performance. Performance against the Management Information TSM measures is now showing median or upper quartile performance against all metrics.
 - There has been significant and sustained improvement in repairs service delivery.
 - Compliance across five out of six building safety measures was 100% at the end of March 2025 and represents upper quartile performance.
 - Performance against our target to have 86% of our homes with a stock condition survey of no more than five years old has been achieved with a year-end figure of 89.5%. This performance remains upper quartile for our region.
 - We co-ordinated many community events such as: Community clean up days, Spruce up your Streets activities, tree and bulb planting, digital arts and technology sessions, welfare benefits and advice sessions, tree and bulb planting, school uniform support, Christmas hampers, funding and donations, cookery sessions, Keep Warm, Keep Well events.
 - Financial performance has been good, and we were regraded to V1 by the RSH.
 - We exited and closed both defined benefit pension schemes whilst maintaining high levels of colleague satisfaction, low turnover, and sickness absence.

- External accreditations include a gold award by the HBC Health Inclusion Team, nominations for Employer of the Year and Outstanding Contribution to the Local Community at the Halton Business Awards, retained our IIP Gold award and renewed the Cyber Essentials+ certification.

3.3 Our new three-year Corporate Plan, Our Future Focus 2025 – 2028 (OFF), outlines our commitment to our customers and the wider borough. Our purpose at HH is “improving people’s lives.” We want to provide customers with a safe place to call home, and the opportunity to lead happier, healthier, and more fulfilled lives.

2. Introduction

2.1 Halton Housing, like most housing associations, is operating in a challenging environment. Government imposed constraints on rental income together with increasing costs and new consumer regulation has reduced financial capacity.

2.2 Our key achievements for 2024/25 include:

- Customer satisfaction levels across all 12 TSM perception measures have increased compared to 2024/25 performance. Performance against the Management Information TSM measures is now showing median or upper quartile performance against all metrics.
- There has been significant and sustained improvement in repairs service delivery.
- Compliance across five out of six building safety measures was 100% at the end of March 2025 and represents upper quartile performance.
- Performance against our target to have 86% of our homes with a stock condition survey of no more than five years old has been achieved with a year-end figure of 89.5%. This performance remains upper quartile for our region.
- We co-ordinated many community events such as: Community clean up days, Spruce up your Streets activities, tree and bulb planting, digital arts and technology sessions, welfare benefits and advice sessions, tree and bulb planting, school uniform support, Christmas hampers, funding and donations, cookery sessions, Keep Warm, Keep Well events.
- Financial performance has been good, and we were regraded to V1 by the RSH.
- We exited and closed both defined benefit pension schemes whilst maintaining high levels of colleague satisfaction, low turnover, and sickness absence.
- External accreditations include a gold award by the HBC Health Inclusion Team, nominations for Employer of the Year and Outstanding Contribution to the Local Community at the Halton Business Awards, retained our IIP Gold award and renewed the Cyber Essentials+ certification.

3. Main Challenges

3.1 At the end of 2024/25 main challenges included:

- Customer complaints and ASB volumes have increased compared to the previous year.
- An increase in the number of determinations by the Housing Ombudsman Service during the year, a trend that is being experienced right across the housing sector.
- The implementation of Awaab's Law from October 2025.
- Additional investment is needed in our existing homes.
- The delivery of new homes impacted by contractor delays, contractor availability, planning delays and high build costs.
- Uncertainty of what the future rent settlement agreement and other government funding will be.

4. Our Future Focus 2025 – 2028

4.1 Our three-year Corporate Plan outlines our commitment to our customers and the wider borough. Our purpose at HH is “improving people’s lives.” We want to provide customers with a safe place to call home, and the opportunity to lead happier, healthier, and more fulfilled lives.

4.2 Following a consultation and engagement programme with customers, colleagues, stakeholders, and Board, the Corporate Plan Our Future Focus 2025 – 2028 (OFF) has been developed for the next three years. It focuses on the things that matter to our customers, colleagues, and partners.

4.3 OFF includes five priorities that will guide our work over the next three years.

1. Quality Homes. Creating homes that are fit for the future.
2. Excellent Services. Doing what we say we will.
3. Thriving Communities. Working together to create great places to live.
4. Great People. Passionate people achieving great outcomes.
5. Strong Business. Be an ambitious, resilient, and responsible business.

- 4.4 Each year we will develop annual commitments aligned to OFF. These commitments will be underpinned by Strategic Action Plans to ensure we have the resources and focus to deliver the commitments.

5. Key Priorities

- 5.1 Our key priorities for 2025/26 include:

- Prioritise the improvement of our repairs service.
- Implement a new approach to tenancy and neighbourhood management service.
- Co-create a new Halton Housing Deal to re-set the relationship with our customers.
- Work with partners to improve the health and wellbeing of our communities.
- Work with partners to improve access to employment, skills, and training in our communities.
- Implement our new Customer Influence Framework
- Work with partners to further improve our approach to tackling anti-social behaviour.
- Co-create Community Improvement Plans where they are most needed.
- Review our service standards for internal and external shared space.
- Increase our investment in existing homes by 12% to £9m.
- Develop the Halton Home Standard
- Continue to improve the energy efficiency of our homes.
- Deliver 120 new homes.
- Consider options for the regeneration of Runcorn Waterfront
- Develop a Strategic Partnership Plan to leverage expertise and capacity and strengthen our core reputation.