





newlon
HOUSING TRUST



Reporting to you

Residents' review **2025-2026**













Arsenal remediation

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Introduction

Welcome to our annual update for residents reporting on our performance in the last year.

TP01 **Proportion of respondents who report that they are satisfied with the overall service from their landlord.**

Renters
61% to 65% ↑
up 4%.

Shared Owners
35% to 39% ↑
up 4%.

It is a requirement of our regulator, the Regulator of Social Housing, that we provide you with an annual overview of our Tenant Satisfaction Measures (TSM) performance.

These measures cover your views on our performance collected during the year by an independent survey company.

We also need to let you know how our performance compares to other similar housing providers, and provide information on our management costs, how we make use of the money we receive from rent and grants and about levels of executive pay.

This report is set out to show you how we performed in each of the areas covered by the TSMs, so you can see at a glance whether our performance has improved compared to the previous year.

The TSM results also include updates on the number of required safety checks carried out, how many complaints we received and levels of anti-social behaviour (ASB). These figures are based on statistical returns rather than residents' opinions.

The TSMs take into account the views of residents who rent their homes from us as well as Shared Owners, but not of 100% leaseholders as they are not regulated by the Regulator of Social Housing. Wherever possible we have included information on renters' and Shared Owners' satisfaction together this year.

We also include some information in this report on how we work with wider communities, the work of Outward, our specialist care and support partner, and how we support households in hardship.

You can find the overall comparison to other similar housing providers and our full set of TSM results at the end of this report.

Our performance – a snapshot

High points

- Satisfaction has increased in all areas for renters and Shared Owners.
- All measures relating to home and building safety have improved for renters and Shared Owners.
- Satisfaction with handling of ASB and safety of homes are at top quartile levels compared to other London housing providers.
- Satisfaction with the standard of communal areas is above the highest levels for London housing providers.

Low points

- Increased numbers of complaints.
- Initial problems with our new repairs contractors.
- Shared Owners' satisfaction remains low, although improving.

What we are doing to improve overall satisfaction

Overall satisfaction has improved for four years in a row and we are working hard with our residents and contractors to continue to improve services. Our priorities for improving satisfaction in the current year are:

- Focusing on improving repairs.
- Improving our local focus with a new neighbourhood strategy, backed by local plans and commitments to meet the needs of residents in each borough where we provide homes.
- Developing a new 5-year strategy with resident involvement to reflect your priorities.
- Using what we learn from complaints to work directly with our contractors on resolving common problems.
- Accelerating our programme of remediation where building safety and cladding works are required.



Welcome from Ruth, **our Chief Executive.**

After my first full year in post there is much to report.

From the outset I wanted to get out and about to meet as many of you as I can and to achieve this I have been going on regular visits to the homes we manage with colleagues from our Executive team.

I want to say a huge thank you to everyone who has taken the time to meet me and my colleagues and especially to those people who have welcomed us into their homes. It has been great to hear from you about where you live, the local issues you face and to find out what we do well and what needs to be improved.

We have seen examples of things we do really well, as well as disappointing instances of the same issues occurring in different places, such as poor standards of works in communal areas and unsatisfactory maintenance of planting and gardens.

I am working with residents, as well as our staff and our Board, on developing a new 5-year strategy with one key aim being to make sure we develop ways of working to resolve these issues that seem to reoccur across boroughs and different types of housing.

Overall, your satisfaction has improved again during the last year. I am really pleased that the TSM results show that your experience is that we are improving in nearly all areas, both for renters and Shared Owners.

As part of our ongoing engagement with residents we have developed a better understanding of some of the issues faced by 100% leaseholders. We don't yet record the satisfaction of this group with our service, but will do so in the coming year so we are better able to understand and address issues.

The progress in our TSMs has also been reflected by a good overall result following our formal inspection by our regulator, the Regulator of Social Housing. This picked up some areas where we feel we are working well, especially in making sure your views are listened to and acted on, and accurately reflected the issues with the launch of our new repairs contract, where we struggled most in the last year, along with the progress we have made to improve this.

This review has been put together with input and ideas from members of our Residents' Forum and I would like to thank those of you involved for all your work.

Finally, I would like to say a few words about our Chair, Aman Dalvi OBE, who will be stepping down at the end of his six-year tenure in December. Aman has immense experience and expertise in social housing and has overseen a really complex period, including the pandemic, the cost of living crisis and the impact of the requirement for large-scale building safety remediation. Despite these challenges he has helped us to improve services year on year. More than anything though he is a proud East Londoner (and an Arsenal supporter) and his sense of local focus has helped ensure we remain focused on delivering the things that matter to our communities.

Ruth Davison
Newlon Group Chief Executive



Acorn House balcony view

Repairs

Despite the initial issues following the launch of our new repairs contract we have seen a slight overall increase in satisfaction with the service. Our repairs recovery plan has been working well and recent satisfaction levels show a significant improvement.

New homes in Waltham Forest



What we are doing to improve

In September it became clear that an unacceptable number of repairs were overdue and we introduced a recovery plan. This involved working intensively with our new contractors, using additional and specialist contractors to help get overdue jobs done and making better use of data to track issues.

This has seen the number of works in progress come down from 3,896 open repairs with 2,605 overdue at the end of September to 1,514 open repairs with 824 overdue at the end of June.

The total number of repairs raised in any month can vary but the number of overdue repairs has fallen month on month since we introduced the recovery plan and continues to fall.

We are also working with our contractors to improve communication around repairs jobs as this is one of the main causes of complaints with repairs.

TP02 **Satisfaction with repairs in the last 12 months**

65% to 67% ↑

up 2%.

TP03 **Satisfaction with time taken to complete most recent repair**

60% to 62% ↑

up 2%.

TP04 **Satisfaction that home is well maintained**

63% to 68% ↑

up 5%.



Acorn House kitchen – new homes in Camden

TP05 **Satisfaction that the home is safe**

Renters

70% to 77% ↑

up 7%.

Shared Owners

49% to 63% ↑

up 14%.

BS01 **Proportion of homes for which all required gas safety checks have been carried out**

99.8%

BS02 **Proportion of homes for which all required fire risk assessments have been carried out**

100%

BS03 **Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out**

100%

BS04 **Proportion of homes for which all required legionella assessments have been carried out**

99.2%

BS05 **Proportion of homes for which all required passenger lift safety checks have been carried out**

100%

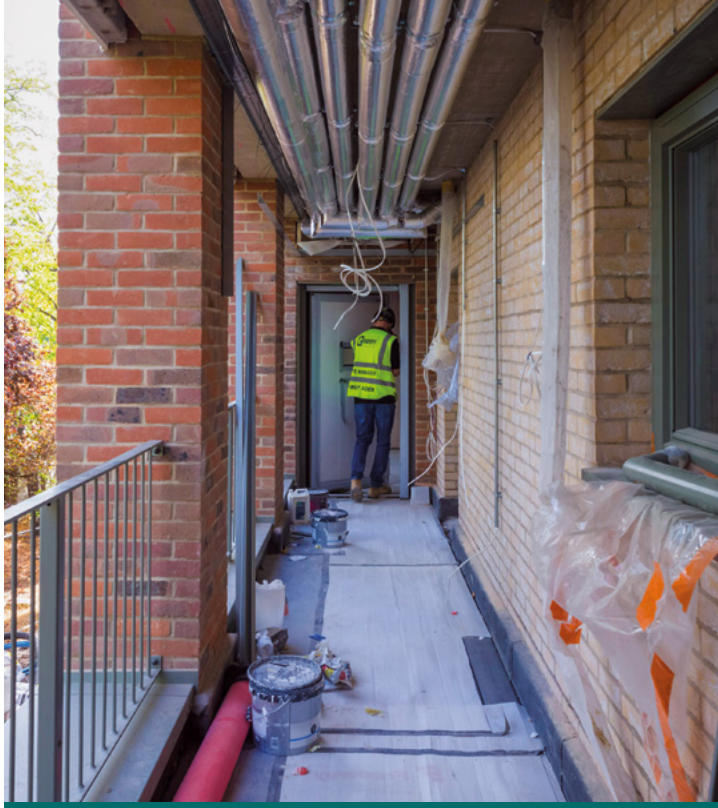
Safety in **your home**

These results have improved for all measures. This includes for homes where a third party, such as a managing agent is responsible for carrying out checks, which has been an issue in previous years.

Where a very small number of checks have not been completed within the year-end period this is because we had difficulty gaining access to these homes. These checks have been completed since year-end and we are working with residents and across our teams to improve our approach for hard to access homes.

New homes in Waltham Forest





New homes in Enfield

What we are doing to improve

- Introduced a team to work directly with managing agents.
- Committed to the Government's accelerated cladding remediation programme to speed up remedial works for buildings with historic cladding issues.
- Continued to develop our Building Safety programme for taller buildings.
- Carried out an ongoing specialist programme of blackout testing to check fire safety responses.
- Implementing systems and providing training to ensure readiness for Awaab's Law Phase 2.

Listening to you – making sure your voice counts

We are really pleased that more of you feel that your voices are being heard and that we are responding to your ideas and feedback on the way we are run.

During our inspection the team from the Regulator of Social Housing attended a session of the Residents' Forum as well as holding a separate meeting with Forum members.

The inspectors were impressed with the way the Forum works and noted residents being able to shape the way services are delivered as one of our strengths.

What we are doing to improve

- Demonstrating impact of engagement in our communications to residents, so that they can see that their feedback leads to changes in the way we provide services.
- Working to ensure wider representation of supported housing residents.

TP06 **Satisfied that Newlon listens to tenant views and acts upon them**

Renters	Shared Owners
55% to 61% ↑	26% to 31% ↑
up 5%.	up 5%.

TP07 **Satisfied that Newlon keeps them informed about things that matter to them**

Renters	Shared Owners
72% to 74% ↑	51% to 58% ↑
up 2%.	up 7%.

TP08 **Proportion of respondents who report that they agree their landlord treats them fairly and with respect**

Renters	Shared Owners
71% to 75% ↑	49% to 56% ↑
up 4%.	up 7%.

Think Tank – focus groups

We have continued our programme of strategic engagement with residents through Think Tank sessions. In the last year sessions have covered areas as varied as building safety, use of social media, use of data, service charges, and the introduction of Residential Personal Emergency Evacuation Plans.

We also held a series of focus group sessions with residents in Hackney to help develop the priorities for our borough plan and two sessions for Tower Hamlets residents, one with a specific focus on the Bangladeshi Community.

Outward residents enjoy new decorations



Scrutiny

Small groups of scrutineers took part in exercises to review social value investments, safety in the home and cleaning services.

Board representation

We continue to have two resident Board members, one of whom, Blossom Shakespeare is also our member responsible for complaints.

Residents' Services Committee

Two residents are also co-opted to our Residents' Services Committee (RSC), one of whom is also a Forum member. The RSC is the Board Committee which oversees how effectively Newlon provides services for residents and what our priorities should be.

Residents' Forum achievements

Forum members contributed to the procurement and design of major contracts, including repairs, maintenance and gas servicing, helping to shape services and contractor requirements.

The Forum supported the successful delivery of our Resident Engagement Strategy, with 95% of Year 3 actions completed or on track.

The Forum maintained regular oversight of service performance, complaints, TSMs and improvement plans. Members received assurance on the actions being taken to improve our repairs performance.

The Forum provided the Board with direct insight into residents' experiences, helping to shape organisational priorities and ensuring that residents' needs remained central to decision-making.

Resident Engagement Strategy

In the last year we have worked with residents to co-create and launch our Resident Engagement Strategy for 2026-2029. This builds on the successes of the previous three year strategy which included:

- Maintaining the Think Tank at above 200 members.
- Resident scrutineers Mystery Shopping staff responsiveness, tone and professionalism three times a year.
- Supporting 15 residents' groups to be involved in local neighbourhood decision making.
- Facilitating training sessions on specialist topics including TSMs, Building Safety, and Awaab's Law.

The new strategy focuses on four key areas and we look forward to working together to achieve these aims:

1. **Working together to improve.**
2. **Clear communication, real action.**
3. **Our voice at the heart of decisions.**
4. **Your strategy, connecting communities.**



A new home in Camden

Mystery Shopping

During the year residents carried out three Mystery Shopping exercises, including in spring 2026, when 17 residents carried out a total of 51 different enquiries by email and phone.

Over the year the quality of responses showed a slight overall improvement, with the spring Mystery Shopping results showing only a small number of enquiries not responded to on time and a high level of satisfaction with the quality and empathy of replies.

Mystery Shopping is an important way of scrutinising our performance and letting us know where we need to improve. We will continue to report on the outcomes of each round of results in our newsletters and online, so you can see how we are performing. Mystery Shopping was also noted as a strength in our regulatory inspection.

Resident Inspections

On average 15 residents carried out local inspections every month. This work has contributed to the increasing satisfaction with the standard of communal areas. We have also carried out some additional inspector training in the last year, focusing on recognising problems with damp and mould to coincide with the launch of Awaab's Law.

How you can get involved

The areas covered above are just some of the ways that you can get involved, ranging from formal to informal routes for engagement.

Residents' views and input are really important to ensure we work in the best way to meet your needs. If you would like to find out more about getting involved, email **getinvolved@newlon.org.uk** or call us on **020 7613 8080**.

Barnsbury Fun Day



Effective handling **of complaints**

We received more complaints in the last year than in any other year. Most of this was due to the problems residents experienced during the first stages of our new repairs contracts.

As we have progressed with our repairs recovery plan, the number of complaints has started to drop and return to levels closer to the previous year.

Given the high number of complaints we have received the Service Resolution team performed well overall in responding to and resolving an increased number of these on time.



Fire safety briefing at Acorn House

What we are doing to improve

We have an active learning from complaints programme representing teams from all areas of Newlon, which works to analyse the cause of complaints and find solutions for common problems.

We report on this in detail in line with the Ombudsman's requirements and you can find this information on our website at **www.newlon.org.uk/complaints**.

Our main areas of focus for reducing complaints are:

- Root cause analysis.
- Monitoring of complaint themes.
- Contractor improvement activity.
- Better information and understanding of the role vulnerability plays in dissatisfaction with services.
- Improving communications about repairs.

TP09 **Satisfied with their landlord's approach to complaints handling**

Renters	Shared Owners
38% remained the same.	12% to **17%** ↑ up 5%.

CH01 **Number of complaints made by tenants per 1,000 homes:**

STAGE 1

Renters	Shared Owners
115.6 to **212.3** ↑	61.7 to **77** ↑

STAGE 2

Renters	Shared Owners
33.1 to **64** ↑	27.7 to **34.3** ↑

CH02 **Proportion of complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.**

STAGE 1

Renters	Shared Owners
95.3% to **95.5%** ↑	91% to **91.1%** ↑

STAGE 2

Renters	Shared Owners
92.5% to **93.8%** ↑	82.9% to **93.3%** ↑

Playtopia at Acorn House



TP10 **Satisfied that their landlord keeps communal areas clean and well maintained**

Renters
73% to 76% ↑
up 3%.

Shared Owners
54% to 57% ↑
up 3%.

TP11 **Satisfied that their landlord makes a positive contribution to the neighbourhood**

Renters
63% to 68% ↑
up 5%.

Shared Owners
38%
remained the same.

TP12 **Satisfied with their landlord's approach to handling anti-social behaviour**

Renters
63% to 65% ↑
up 2%.

Shared Owners
29% to 37% ↑
up 8%.

NM01 (1) **Number of anti-social behaviour cases opened per 1,000 homes**

Renters and Shared Owners
28.1 to 7.3 ↓

NM01(2) **Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes**

Renters and Shared Owners
1 to 0.3 ↓

Looking after **where you live**

What we are doing to improve things

- We have developed a local plan which aims to tackle lower levels of satisfaction specific to Hackney, which resident focus groups told us was related to the condition of their homes.
- Implementing our Asset Management Strategy supported by an annual review of repairs costs and trends to ensure that investment delivers best returns.
- Analysing the reasons for frequency of visits for homes that need the most repairs.
- Delivering commitments agreed with residents as part of our Neighbourhood Strategy and borough plans.
- Continuing our hotspots initiative to respond and resolve local ASB issues. This has resulted in significant reductions in ASB where we have invested in local solutions such as new doors or lighting.
- Working to achieve DAHA accreditation, which is the benchmark for how housing providers should respond to domestic abuse in the UK.



Acorn House



Outward redecoration

Belmont Street – new homes in Camden



Hardship and **financial inclusion**



Outward awards

During the ongoing cost of living crisis Newlon's Financial Inclusion team continues to work to support households and individual residents in the most need to sustain their tenancies.

They do this through a mix of welfare advice, debt support, emergency hardship funding and financial education.

In the last year we provided services to 843 residents and £102,000 was distributed through our hardship fund which supported:

- 147 households with emergency energy needs.
- 281 families with emergency support for buying food.
- 302 families with essential household items.
- 113 residents with assistance for other urgent costs.

We assisted residents in need to claim £459,000 in welfare benefits which they were entitled to.

We also worked with a range of local community partners. These included:

- The Tottenham Food Bank.
- The Islington Pantry.
- Time to grow Hackney.
- The Engine Room at Tottenham Hale.
- A range of Domestic Abuse organisations.

Reaching out to our communities

In the last year the team has expanded its outreach work and held a Mela to engage with the Bangladeshi Community in Spitalfields, and provided 25 food hampers for families in need at Ramadan and 50 food hampers at Christmas, which members of staff volunteered time to deliver to residents.

If you are experiencing hardship contact us for support and advice by emailing **financialinclusion@newlon.org.uk** or calling **020 7613 8080**.

Celebrating 50 Years



Tottenham Ten

In support of the work of the Financial Inclusion team a group of runners from Newlon took part in the annual Tottenham Ten and raised over £1,000 to support the reintroduction of the much loved children's Monday Art Club at the Engine Room Community Centre.

Outward – celebrating 50 years

Outward is the Newlon Group's specialist care and support partner. Newlon provides around 650 homes for supported housing ranging from services for young care leavers to accommodation for adults with learning disabilities and the elderly. For residents in the majority of these homes Outward provides services including specialist housing management and care or support.

They also provide services for other housing providers and local authorities and outreach support for people living independently in the community.

In the last year Outward celebrated its 50th anniversary and provided:

- Care and support for 356 people.
- Respite holidays for 211 people.
- Housing support for 602 people.
- Support at respite services including the Hub Club in Hackney to 299 people.

In total they provided 473,807 hours in care and support and young people's services.

National recognition for Outward's staff

The achievements of Outward's staff were also recognised at a national level with Thabo from the Hotel in the Park respite service in Tower Hamlets winning Best Newcomer at the National Learning Disability & Autism Awards. Outward colleagues Oana and Loretta were also shortlisted finalists in other categories.

Outward Awards





Financial Inclusion

Making a difference with volunteering

Outward's contribution to the community includes running an extensive volunteering programme. This focuses on the wellbeing of the people they support, through engagement in creative activities and befriending, designed to offer meaningful community involvement and counteract social isolation.

During the last year Outward built on the core volunteering service to deliver new distinctive opportunities. These included Paper Art Workshops available for guests staying at Hotel in the Park respite service, Arts and Crafts sessions for older people with learning disabilities and new befriending connections for people who may feel isolated or lonely. Outward's volunteering programme helped to deliver 1,125 volunteering hours of engagement, reaching 145 beneficiaries across Enfield, Hackney, Haringey, Tower Hamlets, Waltham Forest, and at Nutley Edge in East Sussex.

Nutley Edge Supported Holidays

At Nutley Edge, Outward continue to provide unique supported holidays for people with learning disabilities and autism. These short breaks run throughout the year and each break is themed giving guests the chance to try new things, socialise and make new friends.

During the year Nutley Edge continued the successful partnership with the 3H Foundation, a charity that supports people with disabilities by providing opportunities to enjoy a holiday independently of their day-to-day carers. This enables more people with limited financial resources to experience Nutley Edge. The breaks allow many families to rest from their caring responsibilities, with some guests enjoying their first holiday away from home, while others are able to leave London and experience the countryside for the first time.

During the year this unique service provided its 100th supported holiday, a fitting landmark for Outward's 50th anniversary.

People We Support Awards

Once a year, the people Outward support come together at an annual awards ceremony to recognise and celebrate their achievements. With Outward's support, people have excelled across many areas of their lives, and the event celebrates this success through a wide range of awards. Categories include prizes for best artist, showing care for the planet, volunteering, sports achievement, and wellbeing.

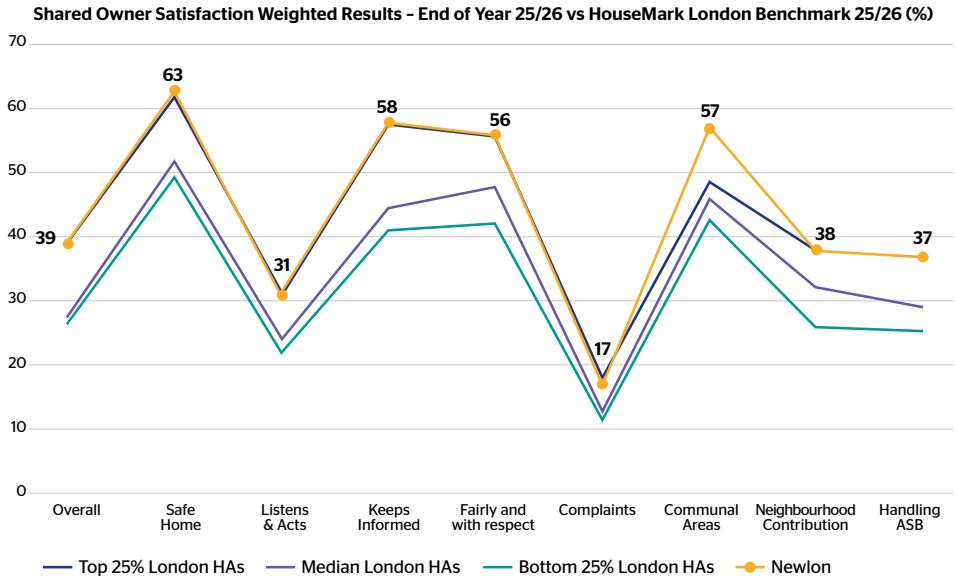
The awards celebrate the ability of people with a wide range of care and support needs to live their lives to the full, maximise their independence and contribute to the communities where they live.

Shared Owners' **satisfaction**

Satisfaction for our Shared Ownership residents has improved over the last year.

The graph below shows how our TSM performance compares to that of other comparable London housing associations for Shared Owners. Overall, all of our performance is at or above top quartile levels and has improved in every area except wider contribution to the neighbourhood, which stayed at the same level as the previous year.

It is positive news that our Shared Owners' perception of the way we provide services has improved. We realise though that this is significantly lower than for residents who rent their homes and we are continuing to work on further increasing your satisfaction.





Acorn House

How we will improve

- Continuing to focus on how we work with managing agents.
- New approach to communal works.
- Looking at issues around bulk waste dumping and recycling.
- Working with residents to improve the clarity of service charge information.

A word about our Board

The Board played a key role in our inspection as our regulator requires it to be able to demonstrate that it knows what steps are in place to meet all the service requirements covered in the TSMs, such as ensuring we maintain and keep homes safe. The Board also needs to show it is aware if a service is not working as well as it should be and that it knows what measures are in place to improve.

What does this mean for residents?

A straightforward example of how the Board impacts on services for residents is the recovery plan we put in place to ensure we improved our repairs performance following the problems with the launch of our new repairs contract.

By scrutinising our performance information the Board could see the scale of the problem and therefore ensured our management team put steps in place to improve.



Barnsbury Planning Committee

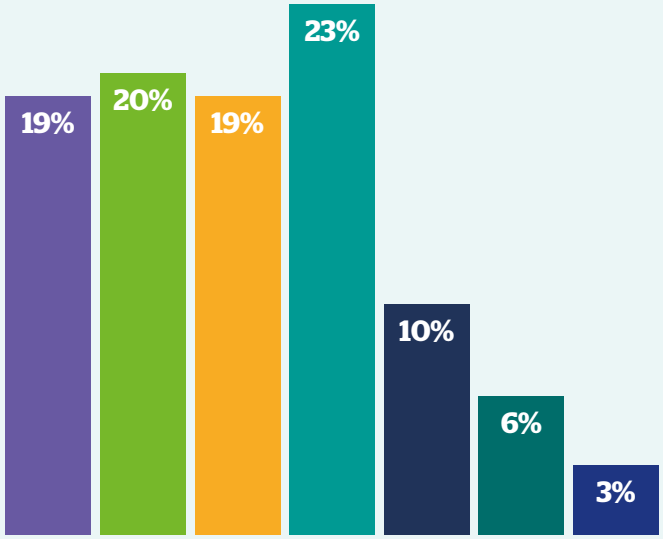
How we compare

The table on the next page shows how our performance compares against other comparable London based housing providers.

These figures relate to services for renters unless indicated.

Our performance across service areas sits between the median and top level for all services except for how safe residents feel their home is and how well we handle ASB which are at the top level for London providers and satisfaction with communal areas which is above this level.

Measure		Quartile 3	Median	Quartile 1	Newlon
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	57%	65%	71%	65%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	61%	67%	71%	67%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	58%	61%	69%	62%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	61%	65%	71%	68%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	67%	73%	78%	77%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	51%	58%	66%	61%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	51%	70%	77%	74%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	68%	74%	80%	75%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	27%	33%	39%	38%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	63%	68%	74%	76%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	56%	63%	71%	68%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	54%	59%	65%	65%
BS01	Proportion of homes for which all required gas safety checks have been carried out.	99%	99.8%	99.9%	99.8%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	97.7%	99.5%	100%	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	99.1%	100%	100%	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	99.2%	99.8%	100%	99.2%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	95.7%	99.3%	100%	100%
NM01	Number of anti-social behaviour cases, opened per 1,000 homes.	22	32.9	45.8	7.3
NM02	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes.	0.5	0.8	1.4	0.3
RP01	Proportion of homes that do not meet the Decent Homes Standard.	1.6%	0.4%	0.1%	0.1%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	73.6%	80.1%	91.8%	77.4%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	85.8%	90.9%	95.8%	88.6%
CH01 (1)	Number of stage one complaints made by tenants per 1,000 homes – LCRA.	147	109.6	68.4	212.3
CH01 (2)	Number of stage two complaints made by tenants per 1,000 homes – LCRA.	50.1	32.6	19.9	64
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales – LCRA.	84.8%	93.5%	96%	95.5%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales – LCRA.	7%	83.6%	96.7%	93.8%
CH01 (1)	Number of stage one complaints made by tenants per 1,000 homes – LCHO.	132	85	72	77
CH01 (2)	Number of stage two complaints made by tenants per 1,000 homes – LCHO.	45.5	36	22	34.3
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales – LCHO.	88.8%	93.5%	97%	91.1%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales – LCHO.	79%	94	98.5%	93.3%



How Newlon invests your rent		
Expenditure	**£'000**	**%**
Bank interest	35,250	19%
Development of affordable homes	36,029	20%
Maintenance	33,990	19%
Investment in existing stock (including cladding)	41,307	23%
Service charges	18,670	10%
Management and office costs	11,433	6%
Debt repayments	5,329	3%
Total outflow		**182,008**

How we use money

The table shows how we make use of the money we receive from rent and service charges and other sources including government grants to support funding of new affordable homes or remediation of buildings with cladding.

In total we spent just over £182 million in 2025-2026. The largest area of spend was investing in our existing stock, followed by costs spent for developing new affordable homes.

The combined investment in maintaining and improving our existing stock was just over £75 million, a 25% increase on the previous year. This reflects our ongoing commitment to improving our existing homes and increased investment in completing cladding works.

Management and office costs accounted for 6% of our overall spending, a reduction from the previous year.

Executive pay

The regulator asks housing associations to report the level of our highest paid director, our Chief Executive, in relation to how many homes we own and manage. This is to show how much is paid to the Chief Executive per home. For this calculation we are required to exclude 100% leaseholders from the calculation as they are not regulated by the Regulator of Social Housing.

As we have quite a significant number of 100% leaseholders this makes the cost per home higher than it actually is.

For 2025-2026 this was £24.84 per home, down very slightly from the previous year. This compares favourably to most similar providers.

Aggregate executive pay which includes the amounts paid to all Directors and Board members was £110.30 per home, down quite significantly from the previous year.

This is partly due to our change in Chief Executives, as Mike Hinch left in April and Ruth Davison started in June 2025.



Playtopia

Management costs

Our total management costs were £1,322 per home a reduction from £1,443 the previous year. This shows how much we spend on staff costs, maintaining our offices and specialist legal and consultancy services.

These costs compare well to other similar providers and reflect the effectiveness of our Value for Money strategy.

Awaab's Law compliance

Awaab's Law was introduced in October 2025 primarily focusing on emergency hazards relating to damp and mould in residents' homes. Up until the end of August 2026 we had registered 1,109 Awaab's Law cases. Of these where there was no delay in access 97.3% were investigated on time. Following investigation 13 cases were found to be emergency hazards during this period.

Evictions

During the year there were nine evictions. These were mainly due to illegal subletting.

How **we performed**

Measure		2025 Renters	2026 Renters	2025 Shared Owners	2026 Shared Owners	Combined
Anti-social behaviour (ASB)						
NM01 (1)	Number of anti-social behaviour cases opened per 1,000 homes.					7.3
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes.					0.3
Complaints						
CH01 (1)	Number of stage one complaints made by tenants per 1,000 homes.	115.6	212.3	61.7	77	
CH01 (2)	Number of stage two complaints made by tenants per 1,000 homes.	33.1	64	27.7	34.3	
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	95.3%	95.5%	91%	91.1%	
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	92.5%	93.8%	82.9%	93.3%	
Decent homes and repairs						
RP01	Proportion of homes that do not meet the Decent Homes Standard.	0%	0.1%			
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	73.4%	77.4%			
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	91.2%	88.6%			
Building services						
BS01	Proportion of homes for which all required gas safety checks have been carried out.					99.8%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.					100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.					100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.					99.2%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.					100%
Tenant perception						
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	61%	65%	35%	39%	
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	65%	67%			
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	60%	62%			
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	63%	68%			
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	70%	77%	49%	63%	
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	55%	61%	26%	31%	
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	72%	74%	51%	58%	
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	71%	75%	49%	56%	
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	38%	38%	12%	17%	
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	73%	76%	54%	57%	
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	63%	68%	38%	38%	
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	63%	65%	29%	37%	

If you would like to receive this report in large print, audio, Braille or any other format, please contact us or ask a member of staff.

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Newlon Housing Trust is a charitable housing association

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Newlon Housing Trust is a Community Benefit Society – company no. 18449R, registered with the Regulator of Social Housing no. L0006, HMRC charities reference no. EW91301, VAT registration no. GB778532683.
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