



**Yorkshire  
Housing**

# Customer annual report

**2024 - 2025**



# Foreword

Welcome to this year's annual report.  
It's great to have this opportunity to  
reflect on the past year and share  
our plans for the year ahead.



A stylized white signature of Nick Atkin.

**Nick Atkin**

Chief Executive of Yorkshire Housing

# Foreword

The last year has seen our sustained focus on becoming increasingly customer obsessed and the key to this is always asking ourselves how we can do better.

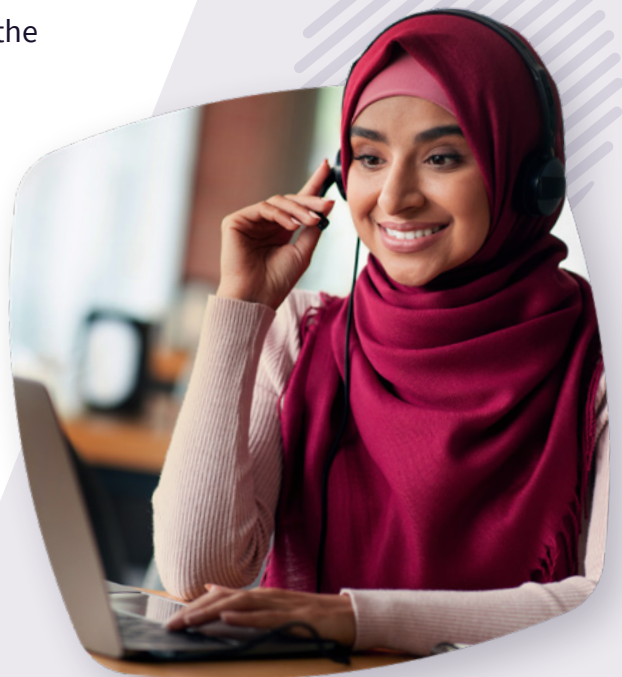
This year we've focused on the everyday experience of our customers. The emphasis has been on how we make you feel when you contact us, to raise an issue, or to get a repair sorted, and how we can make that simpler, faster, and more joined up.

That's why we've got a new system to improve how we interact with you and brings everything together in one place, so you'll get through to who you need to faster and you'll have a smoother experience whether you're reporting a repair, asking for support, or giving feedback.

It's a big step forward in how we connect with our customers. We've already rolled out complaints, compliments and suggestions, and added safeguarding schemes, tenancy support and money coaching too. With our new contact management system, colleagues will be able to see the full customer journey, helping us join the dots and respond more quickly and effectively.

We also launched a new phone system so we can cut wait times and connect you to the right person quicker. With the introduction of Salesforce Field Service later in 2025, we're tackling some of the repair service challenges that we know matter to you.

With better tools for booking repairs and getting updates, plus a brand-new app for our repairs team, we'll turn up with the right information and equipment, and get more jobs sorted first time. There's still more to do, but these changes are already making a difference for customers and colleagues.





# Foreword

## This year, you'll also see the results from the new Tenant Satisfaction Measures (TSMs).

They show where we're doing well and those areas where we need to get better. 66.3% of our rental customers and 54.8% of our homeownership customers said they're satisfied with our services. We know we've more to do, especially around how we handle complaints, and that's why we're already making changes. Your feedback is helping us focus on what matters most and will keep shaping how we improve your experience.

On our website, you'll see that we've introduced an accessibility toolbar so you can customise your web experience. It means, for example, that our customers who don't have English as a first language can easily translate information. It also enables text to be read aloud, or font or colours changed to suit your individual needs.

We've made lots of everyday changes this year based on what you've told us matters. We've added more flexible times for viewings if you're looking to move home, made our letters and key documents easier to read, and introduced new ways to get help with things like tenancy issues or money worries. We're also asking for feedback more often, so you can tell us straight away if something's gone well, or what we need to put right. All these changes are about making life a bit easier, saving you time, and getting things sorted quicker.

We know that listening, keeping promises and looking after people's homes is what really matters. The full list of changes we've made are throughout this report, and we hope it shows our commitment to doing just that.

Thanks to everyone who's given us feedback, taken part in surveys or joined a customer group this year. Your voice is helping to shape a better Yorkshire Housing. We're proud of what we've achieved together, and we're looking forward to building on this over the year ahead and beyond.



# Repairs

You told us you prefer a Yorkshire Housing colleague to carry out your repairs, and that hasn't changed.

We're proud that our in-house team continues to be at the heart of the service, supported by contractors where needed.

But we know this year has been a tough one. Like the rest of the housing sector, we've seen a big rise in the number of repairs coming through and that's meant some delays. At one point, we had a backlog of between 2,000 - 3,000 routine repairs. We reported this to the Regulator in August 2024 and set out a plan to sort it.

And we did! Despite a 21% spike in demand during early 2025, the backlog has now been cleared, and live repair volumes are back to normal (below 28 days' worth).

## To make that happen, we:



Hired **12 new** operatives.

1



Created a **dedicated** repairs taskforce.

2



Used **overtime** and brought in **extra support** from contractors.

3



Prioritised **emergency, damp, mould** and **gas** repairs (with most completed on target).

4



Continued to **support vulnerable customers**, and tackled non-urgent jobs based on age and urgency.


5

# Repairs

We know we've still got more to do and the demand for repairs is still high.

But we've increased our internal repair team capacity by 30%, restructured our teams, and the taskforce is still in place.

Looking ahead, we're preparing for winter peaks, putting in new processes and getting ready to roll out our new Salesforce system which will help us get to you quicker than ever.

**75%** 

**Customer satisfaction**

↓ (77% last year)

**£12.5m** 

**Spent on repairs**

↑ (£7.3m last year)

**71,483** 

**Day-to-day repairs**

↑ (59,091 last year)

**94%** 

**Emergency repairs completed within 24 hours**

↓ (96% last year)

**84%** 

**Completed on target**

↓ (85% last year)



# Keeping your home safe

If you live in one of our rented homes, we legally have to carry out safety checks.

These make sure your gas and electrical systems are safe to use, and we'll always give you a copy of the records. All checks are carried out by qualified, registered professionals.

**Here are the latest results of our home safety checks:**

**98.91%** 

**Electrical safety checks with a valid certificate within 5 years**

**99.99%** 

**Gas safety checks with a valid certificate within 12 months**

**100%** 

**Solid fuel and oil heating servicing**

By carrying out these checks regularly, we're making sure your home stays safe, warm and comfortable.



# Antisocial behaviour

Your home should be a place you feel safe, without feeling intimidated or scared.

But sometimes antisocial behaviour stops this from happening. We've continued to take firm action this year, supporting communities and individuals who've had enough.

Here's what we've done:

**1,814** 

Antisocial behaviour cases we've worked on during 2024-25

⬆️ (1,780 last year)

**36** 

Court orders granted, including 23 injunctions

⬆️ (45 and 21 last year)

**8** 

Outright possession orders resulting in evictions

⬇️ (13 last year)

The top three reasons for antisocial behaviour cases remain the same:

Noise (made up 28% of all reports)



Harassment and intimidation



Alcohol and drugs misuse



We also took legal action to protect customers and keep communities safe:

16 injunctions for serious antisocial behaviour - 7 with powers of arrest

7 access injunctions so safety inspections could go ahead

8 possession orders and 5 suspended possession orders.



# Antisocial behaviour

## Here's a few of our neighbourhood stories...

This year, with support from the police, we closed two homes linked to serious antisocial behaviour - one in Leeds and one in Bridlington.

In Leeds, we dealt with repeated drug use and antisocial behaviour in a block of flats. A partial closure order was granted and the flat was shut down. Both cases resulted in the courts granting us possession of the properties.

In Bridlington, ongoing issues with noise, threats and criminal damage led to a full closure order. The home was shut and no one, including the customer, could go back in.

We'll keep acting where needed to make sure our communities remain safe places to live.



# Safeguarding

We play an important role in safeguarding our customers, helping to protect those who may be at risk of harm due to vulnerabilities such as domestic abuse, self-neglect or mental health concerns.

As a landlord and service provider, we're often the first to spot when something isn't right, and we take that responsibility seriously.

Over the last year, we received 589 safeguarding concerns (up from 491 the year before). The most common issues raised were related to domestic abuse, suicide risk and self-neglect.

To help customers feel safer at home, we used a Target Hardening grant to provide 51 households with additional safety measures like video doorbells, fireproof letterboxes and extra locks, totalling just over £3,380 in support.

We've also worked towards achieving the Domestic Abuse Housing Alliance (DAHA) accreditation. This is the UK benchmark for how housing providers should respond to domestic abuse and is recognised in the government's strategy to End Violence Against Women and Girls. It shows our commitment to doing more to support those affected.

On top of that, we redesigned all three levels of safeguarding training for colleagues so that everyone, no matter their role, gets the right knowledge and support to spot and respond to safeguarding concerns.

**589** 

**Safeguarding concerns (that's up from 491 the year before)**

# Safeguarding

The difference we make is clear in the feedback from customers and partner organisations:

*“We were so overwhelmed by the kindness of Yorkshire Housing’s collection of gifts for families we work with across West Yorkshire who are struggling this Christmas”*

**Vickie, Women’s support worker from Leeds Gate.**

*“I am so grateful for everything you have done for us, I don’t know what we would have done if it wasn’t for you”*

**Anon DA customer**

*“Thanks so much this is the fresh start we needed thank you so much”*

**Anon DA customer**

*“You literally have saved my life, I have never felt so happy and free”*

**Anon DA customer**

If something doesn’t look or feel right, don’t be afraid to speak up. It’s all part of our commitment to safeguarding. We’ll listen and work with you to get the right support in place.

**Call us:** 0345 366 4404

**Email:** [safeguarding@yorkshirehousing.co.uk](mailto:safeguarding@yorkshirehousing.co.uk)

**To find out more scan the QR code or visit us online at:**  
[www.yorkshirehousing.co.uk/extra-services/safeguarding/](http://www.yorkshirehousing.co.uk/extra-services/safeguarding/)



# Place

This year, our Place team has continued working closely with customers to shape and improve the areas you live in - from small everyday fixes to bigger community projects.

**£108,118** 

**Spent on community improvements**

↓ (£150,000 last year)\*

**300** 

**Improvement projects**

↓ (300+ last year)

**4,291** 

**Cases resolved by our Place team**

\*We've spent a little less this year than we did last year and there's a good reason for that. We've welcomed new Place Managers to the team, and it takes a bit of time for them to get to know their areas and understand what improvements will make the biggest difference.

We want to make sure that when we invest in a community, we're doing the right thing in the right place. We've also brought back regular estate walkabouts, which will help us spot more opportunities for improvement together.

Our Place team is out and about every day, keeping communities safe, tidy, and somewhere people are proud to call home. From abandoned vehicles and overgrown gardens to home exchanges, they're on hand to help.

**We've brought back regular estate walkabouts**





# Place

## We've supported local communities in lots of different ways this year...

In Leeds city centre, we responded to feedback about repeated issues with bin store access by installing new industrial-strength doors and locks, sturdy enough to deter the wrong people, but still lightweight for customers. We've also funded new benches in Barnsley, built greenhouses in Huddersfield, and found parking solutions in York.



**After noticing improvements around their community, one customer got in touch to say:** *"Thank you so much – the pebbles make such a difference! I'd also like to thank Yorkshire Housing for the improvements I'm seeing around Gedham Mews. New bin area, new carpets... it's nice to see it looking better and looked after."*

We also made 56 referrals to mediation services, helping customers work through issues with their neighbours. Of those referred, 62% felt their issue was fully resolved.

**When it came to supporting a customer through a home exchange, one told us:** *"Brilliant – communication is key. Thanks for all your help. You really put me at ease."*

**And after helping someone into a new home, we received this message:** *"I'm buzzing with the flat – it's going to make a lovely home when it's done. Thank you so much once again."*

# Complaints

We like to think we get things right most of the time but we're only human, and sometimes we don't. When that happens, your feedback helps us learn and improve.

This year, we've seen a rise in the number of complaints, something that was expected across the sector. The Housing Ombudsman has been actively encouraging customers to speak up when things go wrong, and changes to the Complaint Handling Code now mean you don't have to formally say "*I want to complain*" for it to count as one.

## Our 2024 - 2025 complaints in numbers:



## What does it mean when a complaint is 'upheld'?

It means we've looked into the complaint and agree that we didn't get it right. This could be because of a delay, a mistake, or something not being done properly.

We'll do what we can to fix it and make sure we learn from it.



# Complaints

## Top three reasons for complaints:



1.

**Missed, cancelled or late appointments**

2.



**Standard of work**

3.



**Poor communication**

We're no longer reporting on the 'average days to resolve a complaint'. Instead, we now focus on meeting our service level agreements (SLAs):



### Stage 1 complaints...

That were resolved within the 10-working day SLA (93% last year)

**97%**



### Stage 2 complaints...

That were resolved within the 20-working day SLA (88% last year)

**95%**

## Housing Ombudsman...

If a customer isn't happy with our resolution to their Stage 2 complaint, they can take it to the Housing Ombudsman Service.

We've had 23 complaints looked at by the Housing Ombudsman. Across those complaints, the Ombudsman made 46 decisions - because sometimes one complaint includes more than one issue.

You can read our full complaints report, including what we've learned and the changes we've made, on our [website](#).

**23**  
Complaints looked at by the Housing Ombudsman



# Customer experience centre

We know how important it is to get the right help when you contact us. That's why over the past year we've made some big changes behind the scenes to improve the way we handle your calls.

We've introduced a brand-new phone system and a new customer contact system, meaning a shorter options list when you call, faster routing to the right team, and a smoother experience overall. And here's how that's looked in numbers...



**Calls answered**  
(112,956 last year)

**123,794**



**Average time it takes us to answer your call**  
(5m 38s last year)\*

**4m 52s**



**Quality score - this is us identifying what matters most to you when you get in touch** (89.2% last year)

**89.7%**

\*In the past, we've shared the median time it takes to answer a call. From now on, we'll be using the mean (or average) time instead, as it gives a more accurate picture. That's why the figure on the 2023-24 report isn't shown as 5m and 38s like it has been before.





# Community independence

Making independence part of everyday life is about more than just living in your own home – it's about feeling confident, connected, and able to get involved in what matters to you.

## Volunteering

From litter picking to building theatre sets, our colleagues have been out in force again this year. In fact, we more than doubled our volunteering from last year!

**609** 

**Number of colleagues hours given through volunteering**

⬆️ (168 last year, up 262.5%)

**72** 

**Colleagues took part**

⬆️ (19 last year, up 278.9%)

**24** 

**Organisations supported**

⬆️ (15 last year)

Add to that our Big Day Out and the many Environmental Improvement projects and community events we've supported, and you've got a team that's rolling up its sleeves to make a difference.

# Community independence

## Community Spaces

In 2024 we launched a 10-month review to check our community spaces are still working for the people who use them. After months of listening to customers, we decided to close seven of our smaller spaces – freeing them up to become much-needed accessible homes. We're now focusing investment on five key centres to make them even better for local people.

## Grants made better

We've improved our community grant process, and now customers help decide where the money goes. From sports teams to surplus food fridges, wellbeing sessions to safety education – this year we've used £21,962 of funding to support 13 brilliant projects. These include grants that went to Castleford Tigers, Norton Free Fridge, York RLFC, Adira, The Hive... and many more!

Details of the new process are on our [website](#).

## Project Flourish

We've teamed up with our Apprenticeships and EDI teams to give customers a path into Yorkshire Housing apprenticeships. That includes coaching, volunteering opportunities, and meet-and-greet days to build confidence and spark new ambitions.

## Partnerships

If you've got an idea to make your community a better place – or if you'd like to get more involved in what we're doing where you live – we'd love to hear from you. It's easy to get in touch. Just send us an email to [communityenquiries@yorkshirehousing.co.uk](mailto:communityenquiries@yorkshirehousing.co.uk) and we'll get back to you about how we can help.

**£21,962** 

**Of grant funding used to support 13 brilliant projects!**

# Community independence

## Pioneer Projects

Our Greatwood and Horseclose community centre is home to a weekly wellbeing café – a warm and welcoming space for people dealing with mental health challenges. Run in partnership with Pioneer Projects and local NHS services, the café is packed with creativity - think glass painting, tai chi, hand-massage-making - but it's the peer support and the friendships that matter most. As Karen, our local Community Independence Officer puts it: "The chatter is more valuable than anything else."

The group now runs weekly with 8 to 15 people dropping in, and it's going from strength to strength. Members have even started a WhatsApp group and organise cinema trips and walks outside the café!



## Craven Health Connector

In Skipton, we're also working on an NHS-funded health project with local councils, charities and residents. The aim is to tackle inequality in health outcomes by helping people access the services they need. Our community centre now hosts a Community Health Connector – someone who listens, supports and works with local people to create better outcomes, together.

# Money & tenancy coaching

Our coaches are here to help when things feel overwhelming - whether that's dealing with rising living costs, sorting out benefits, or just making sense of your money.

This year we've supported hundreds of customers facing all sorts of challenges, from job changes and new tenancies to health worries, or switching over to Universal Credit. No two stories are the same, and that's why our support is tailored to each person.

## Key stats:

**927** 

Customers referred for money coaching

**245** 

Customers financially better off after support

**258** 

Increased understanding of household finances

**£1.8m** 

In benefits and grants claimed

**£618.598**

In benefits related to housing costs

**£1.2m** 

In benefits relating to personal finances

**150+** 

Housing Benefit and Universal Credit claims set up or reinstated

**300+** 

Successful benefit applications, including: 86 Council Tax Support claims, 66 Personal Independence Payment (PIP) claims and 75 Universal Credit personal claims)



# Money & tenancy coaching

The difference we make is clear in the feedback from our customers:

*“I’m really grateful for the help from the Money Coach. I was feeling anxious about moving onto Universal Credit, but their advice, guidance and support made a big difference. They explained everything in simple terms and offered to go through it with me step by step. It really helped ease my worries.”*

*“The Money Coach was amazing. They helped me get my finances in order and showed me how to budget. They also supported my son with his Universal Credit claim and even gave my mum some advice about benefits. I’m thankful for their help.”*

*“I didn’t have a clue about benefits or what I could claim... or how to even start. My housing benefit was being paid straight to me, which led to arrears. The Money Coach helped get it sorted so my rent now goes straight to Yorkshire Housing, which has stopped me falling behind again.”*

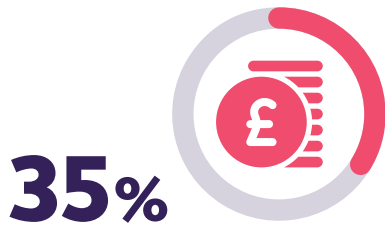
Whether it’s getting finances back on track, building confidence with budgeting, or making sure every entitlement is claimed, our coaches are here to help.

If you’re feeling the pressure, we’re just a phone call away on **0345 366 4404** or scan the QR code and head to our [website](#) for more information.



# How we spend your rent

We've collected over **£115m** in rent payments, and here's how we spend it...



**Investment in customer homes**

➔ (35% last year)



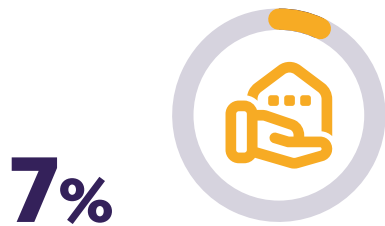
**Cost of providing our services**

➔ (31% last year)



**Interest on loans**

⬇ (21% last year)



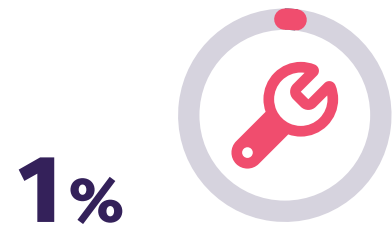
**Service charge costs**

➔ (7% last year)



**Surplus for reinvestment**

⬆ (3% last year)



**Improvement projects**

⬇ (2% last year)



**Bad debt\***

➔ (1% last year)

We've collected over **£115m** in rent payments



\*This is money owed to Yorkshire Housing but is unlikely to be paid, for example if a person owed Yorkshire Housing money was declared bankrupt, this would be bad debt as we couldn't expect to be paid the balance owed to us.

# Customer engagement

From cups of tea and quick chats to honest conversations and detailed surveys, we've spoken to thousands of customers over the past year. Your feedback has helped shape real change at Yorkshire Housing both big and small.

Whether you've helped us co-design a service, shape a policy, or simply pointed out when something isn't working, we've truly valued your time and input.

**Here's what that's looked like in numbers:**

**20,890** 

**Customers engaged with during 2024-25**

⬆️ (16,831 last year)

**10** 

**Surveys sent out to our customers**

⬇️ (21 last year)

**6** 

**Policies co-designed with customers**

⬇️ (10 last year)

**576** 

**Extra care schemes events we've held**

⬆️ (434 last year)

These numbers reflect everything from feedback forms and focus groups to more casual catchups with our Community Independence Team and scheme managers. Every conversation helps us better understand what matters most to you.



# Customer engagement

## Introducing our Customer Crew...

This year we also launched our Customer Crew - a chance for customers to sit down with different teams across Yorkshire Housing and share what it's really like to be in your shoes. These sessions sparked brilliant conversations and gave colleagues a clearer view of the customer experience. And more importantly, they helped generate practical ideas for doing things better.

### Here's what you and some of our colleagues had to say:

- ***"It makes you remember that our customers are people, and they just want to be treated in the same way we do."*** – colleague
- ***"Everyone seemed interested and sincere about trying to improve ways of making things work better."*** – customer
- ***"They're not asking for the world, just to be treated with respect. To respect them, we need to listen and improve how we communicate."*** – colleague
- ***"The chat was a crucial element in understanding customer obsession."*** – customer

### How your feedback has helped shape things this year:

Policies co-designed with customers:

- Compensation
- Allocations

- Income collection
- Responsive repairs

- Rent and service charge setting
- Domestic abuse

### Want to get involved?

We're always looking for more voices to help shape what we do. Join our Your Voice Matters customer group by dropping us an [email](#).

# Homes and environment

This year we launched **YH Homes 2.0** - our long-term commitment to making homes warmer, safer and more energy efficient for our customers.

It's a major investment that will bring real improvements where they're needed most - from triple glazing to flood-resistant doors.

But YH Homes 2.0 isn't just about upgrades. It's about reducing energy use, cutting carbon emissions, and making sure our homes stand the test of time. It's part of a five-year plan that will bring even more improvements, including:

**Making homes warmer, safer and more energy efficient**



**Waste water recovery systems and enhanced Disabled Facilities Grants**

**2026**



**Energy and environmental sensors**

**2027**



**Smart ventilation**

**2028**



**Battery storage and EV charging**

**2029**



**Low carbon heating**

**2030**



# Homes and environment

## We've installed more low carbon technology than ever before!

From solar panels and air source heat pumps to infra-red heating systems and battery storage. Thanks to successful funding bids, we've also been able to install smart hot water systems and solar gain storage heaters across multiple sites.

As a result, more of our homes now have an energy performance rating of Band C or above – and that number keeps growing. We also completed **5,300 full stock condition surveys** in 2024/25, helping us plan repairs and improvements at the right time, in the right homes.

We've continued our work to meet better home standards too – from improving data and investing in retrofit, to building in customer liaison roles focused on energy efficiency.

And the numbers speak for themselves. This year, we've **invested £24.59 million** into our customers' homes, and every single one meets the Decent Homes Standard. That's up from £21.5 million last year, when we also met the standard in 100% of homes.

We're investing more in your homes this year than we did last year, because we were able to get some extra funding. It had to be spent quickly though, so we got started straight away. It means we've been able to make more improvements to help homes feel warmer, greener and cheaper to run, sooner than we'd planned.



# What's new and improving

Knowing what you think about our policies and processes is so important, and means we can make changes that'll have the biggest impact for you.

## Bringing our services even closer to you

We've heard you loud and clear - you want to see us out and about more, working directly in communities and making a difference where it matters most. That's why this year we've launched our Place plans – our most local approach yet to improving where you live.

Each of our Place plans is shaped around the unique needs of the 10 areas we cover across Yorkshire (and a few in Lancashire too!). From tackling antisocial behaviour to sprucing up shared spaces, each plan focuses on what's needed most in that area. We know there's no one-size-fits-all when it comes to communities, so no two Place plans are the same.

We've set out each plan over the next three years, but we also know things change. So, we'll be checking in regularly, with you and with our colleagues, to keep things relevant and responsive. If something needs tweaking, we'll tweak it. If something's working well, we'll look to do more of it. We've already launched Place plans in Bradford and Leeds and more will follow across the year.

## Smarter systems to support you

Last year we promised better systems to make it easier to contact us and get the support you need. We're proud to say we've delivered on that promise with a brand-new phone system and a new customer contact platform called Salesforce that's helping us respond faster and more consistently.

But we're not stopping there. Over the next 12 months we'll be working on improving our customer portal too, giving you more control, more flexibility, and a simpler way to manage things online, in your own time. Watch this space!





**Write to us:**

The Place  
2 Central Place  
Leeds  
LS10 1FB

**Telephone:** 0345 366 4404

**Email:** [enquiries@yorkshirehousing.co.uk](mailto:enquiries@yorkshirehousing.co.uk)

**[www.yorkshirehousing.co.uk](http://www.yorkshirehousing.co.uk)**