



Homes & Enterprise

Supporting BME Communities

UNITY HOUSING ASSOCIATION

ANNUAL REPORT TO TENANTS 2024/25

YOUR HOME, OUR COMMITMENT:
INSIGHTS AND ACHIEVEMENTS FROM
THE PAST YEAR



Table of Contents

01

Introduction

02

Answering when you call and being available when you need us.

03

Customer Services

04

Complaints

05

Housing Services: Providing quality homes and responsive support

06

Dealing with anti-social behaviour (ASB)

07

Keeping estates safe, clean and tidy

08

Repairs and Maintenance, improving services for you

09

Income Management: Supporting tenants through challenging times

10

Keeping people and buildings safe.

11

Asset Management

12

Thermal Efficiency

13

Value for Money

14

Tenant Participation & Engagement

15

Employment

16

Unity Enterprise, supporting local business and community spaces

17

Development: Building a stronger future

18

Financial Report

19

Back Room Teams

20

Looking Ahead...

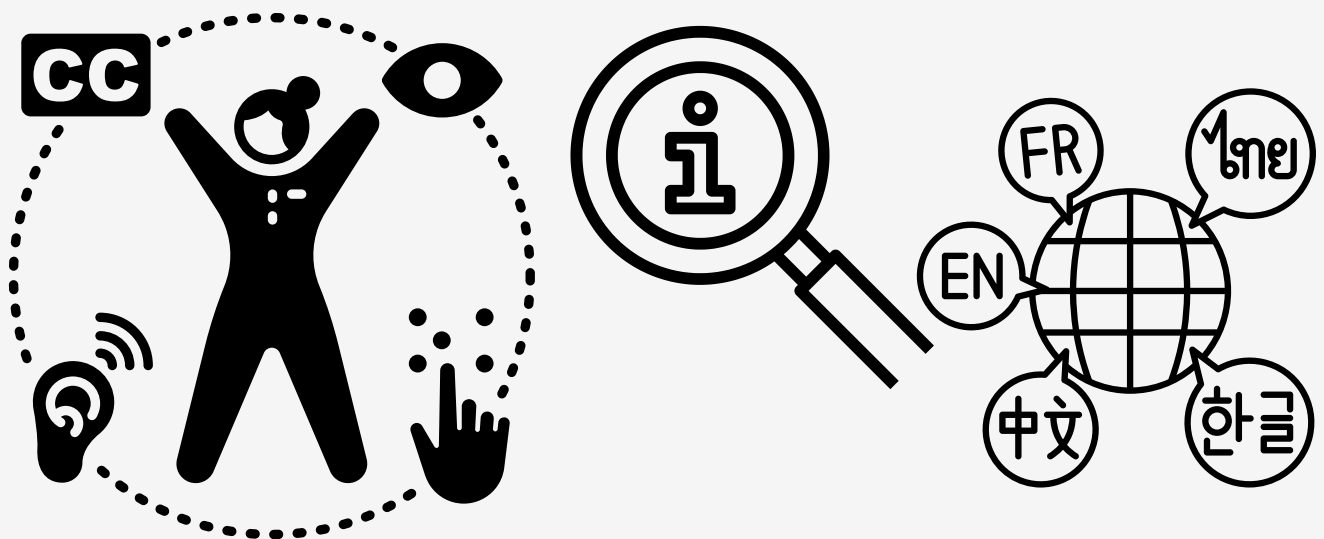
Introduction

This report has been produced to show people who live in Unity properties how Unity has been performing as an organisation over the past financial year (April 2024 - April 2025). It is a requirement from 'The regulator of social housing' (the government) for all Social Housing organisations to provide this information.

The report looks at how we've worked to provide safe, good quality homes, support communities and make sure we're providing services that matter to you.

We have tried to make this report as accessible as possible for people who might not know loads about how housing associations work, by removing jargon and using plain English where we can.

If you would like to know more details about anything in this report, or would like it in a more accessible format, get in touch with our community engagement lead, Rhiannon by emailing rhiannon.oliver@unityha.co.uk or contacting her on 07712320759.



You can have deeper insight into Unity's performance and be directly involved in shaping our policies and procedures by joining the tenant Scrutiny Group. We will also be recruiting new tenants to our Board over the next year.

Contact Rhiannon using the contact details above to express your interest.

Answering when you call and being available when you need us.

We know how important it is for you to have your calls answered quickly, which is why we set our Staff challenging targets. **We didn't reach those targets this year, but we did improve on previous years targets.**

In the last year, our Customer Service Team handled over 22,000 calls—an average of 423 calls per week, or 85 each day. 87% of these calls were answered within just six rings (around 20 seconds), and 80.3% of enquiries were resolved the same day. Only 9.7% of calls were 'abandoned' (this means that the caller hung up before we were able to answer).

Next year we plan to reduce waiting times further and introduce new technology, like video calls and AI chat, to help you get the support you need, faster



We received around 85 calls each day

- 87% of these calls were answered within just six rings (around 20 seconds)
- 80.3% of enquiries were resolved the same day
- Only 9.7% of calls were 'abandoned' (the caller hung up before we were able to answer)

Objective	Target	Results
% of calls answered in 6 rings	95%	87%
% of calls abandoned	5%	9.7%
% of calls resolved first time	70%	80.3%

Improving Customer Services

Customer feedback is the main way we measure how we're performing, and last year you told us we made real progress compared to past years.

Independent surveys said this too:



- 76% of customers reported being satisfied with Unity as their landlord—an increase of 1.5% over the previous year.



- Satisfaction with the maintenance of homes reached 78%, an increase of 3.5% over the previous year



- 86% of tenants said their home felt safe to live in, an increase of 2.7% over the previous year.

The '**Tenant Scrutiny Panel**' (a group of people who live in Unity properties that meet up to make sure we're doing what we should be and call us out if we're not) helped us to develop our 'Customer Service Standards'. This is an official document which acts as a code for us to work by when we deliver our services.

Their insight and partnership were very important in helping us deliver a service that truly meets the needs and expectations of our residents.



Complaints

Key Facts and Figures

Total
complaints
40
Compared
to last year
34

Escalated
to stage 2
11
Compared
to last year
8

Housing
Ombudsmen
1
Compared to
last year
5



Stage 1 acknowledged on time 90%
Stage 2 acknowledged on time 82%

Total increase in complaints: 17.6%

Stage 1
complaints
upheld
58%
Compared
to last year
71%

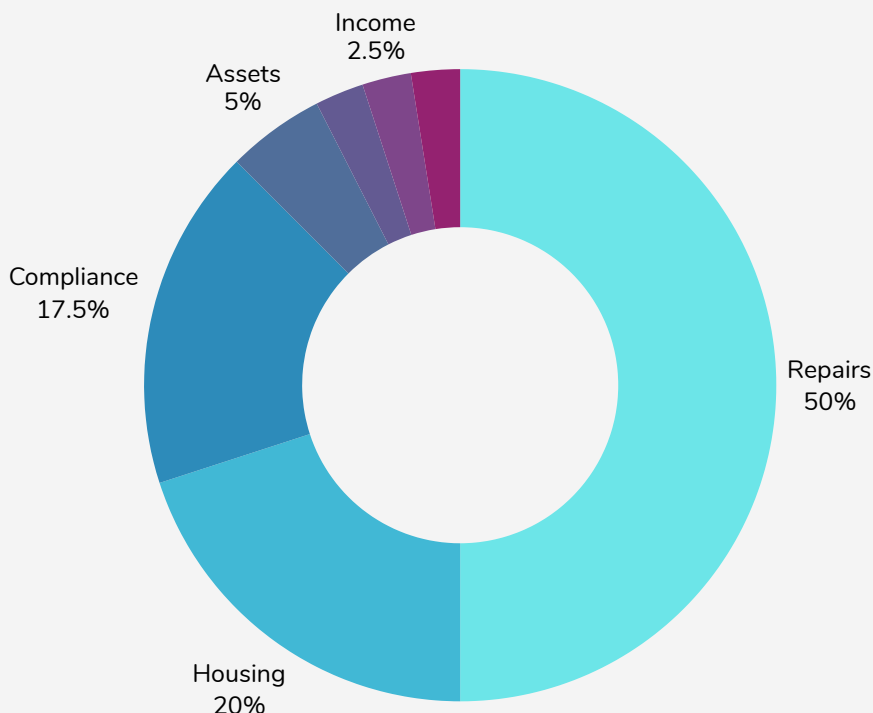
Compensation
Awarded
£16,704

No. tenants
awarded
compensation
47

Stage 2
complaints
upheld
45%
Compared to
last year
50%



Complaints by Service area



Repairs 50% (20)
Housing 20% (8)
Compliance 17.5% (7)
Assets 5% (2)
Enterprise 2.5% (1)
Income 2.5% (1)
Resources 2.5% (1)

Tenant Satisfaction Measures

CH01 - Complaints relative to the size of the organisation (number of complaints per 1,000 properties):

Stage 1 28.7 compared to 24.2 last year

Stage 2 7.6 compared to 4.5 last year

CH02 – Complaints responded to within Complaints Handling

Code timescales:

Stage 1 78% compared to 94% last year

Stage 2 82% compared to 88% last year TP09 – Satisfaction
with the landlord's approach to handling of complaints:

2024/25 51.8% 2023/24 44.1%

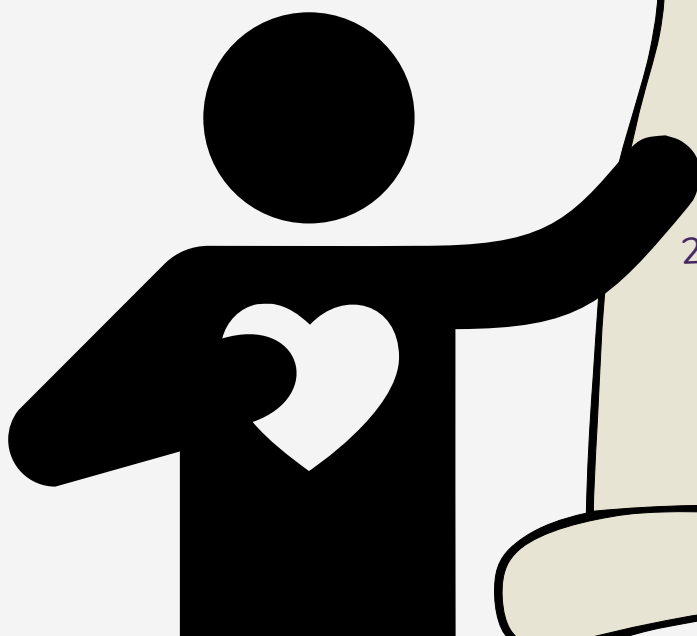
We are committed to making it easier for tenants to raise complaints when our service does not meet expectations, we make sure concerns are addressed quickly and that all voices are genuinely heard even when the outcome of the complaint is not what you wanted.

However, tenant feedback shows there is still room for improvement: Of the 40 complaints that were received last year, only 78% of stage 1 complaints were responded to within 10 days, and surveys show that more customers felt they had made a complaint than were actually recorded in our system.

We recognise this isn't good enough and are determined to do better in the year ahead.

***So what are we
going to do?***

[Link to info on
how to make a
complaint](#)



1. We will actively promote the complaints process, so everyone knows how to make their voice heard when our services fall short.

2. We are also enhancing our "lessons learnt" reporting to drive ongoing improvements throughout our organisation.



Housing Services: Providing quality homes and responsive support

The housing team is central to Unity's operations. Housing officers work with tenants to resolve problems on estates.

They also:

- Organise lettings
- Turnaround properties when people leave,
- Inspect blocks to ensure they comply to high fire safety standards,
- Facilitate activities for tenants
- Support vulnerable people living on our estates.



Housing officers try to ensure we understand your needs so they can try to meet them by carrying out health check visits. Last year the team completed 291 checks against a target of 280, reflecting their proactive approach to resident engagement and helping people keep their tenancies.

100%

Housing officers achieved over and above their target of 280 tenancy health checks

<u>Objective</u>	Target	Result	Performance rating
% of victims interviewed within 5 days	95%	100%	✓
% of victims satisfied with case handling	80%	81%	✓
No. estate inspections undertaken	164	165	✓
% estates maintained to A standard	80%	90%	✓
% estates cleaned to A standard	80%	91%	✓
No. of health checks	280	291	✓

Dealing with anti-social behaviour (ASB)



Tenants tell us we run a good ASB service. Compared to other Housing Associations we have below average incidents of ASB on our estates. 74.4% of customers reported to our TSM surveyors that they were satisfied with Unity's approach to handling ASB.

Last year we opened 33 new cases, while 35 were resolved and closed.



33 new cases of ASB opened



35 cases resolved and closed

We have strict service standards for dealing with ASB cases and we monitor our performance closely against these. These tell us 100% of the service standards were met last year.

Objective	Target	Result	Performance rating
% of victims interviewed within 5 days	95%	100%	✓
% of victims satisfied with case	80%	81%	✓

NM01 Number of anti-social behaviour cases opened per 1,000 homes
23-24 17.4 **24-25** 23.9
Number of anti-social behaviour cases, that involve hate incidents opened per 1,000 homes
23-24 0.7 **25-25** 0

We can always develop so we have decided on some areas for improvement. We have looked at how we collect data and changed how we do things to free up staff time to spend with customers, ease admin, improve reporting and reduce inconsistencies.

Key changes include:

- o An improvement plan to address audit findings.
- o Review of ASB policy to reflect best practice.
- o We have Standardised the process for staff to ensure consistent case logging, handling, and closure.
- o Performing formal case reviews to improve case handling, the accuracy, transparency, and visibility of ASB data for operational oversight and customer satisfaction.
- o Introducing one central reporting tool to improve ASB data accuracy and show where there are patterns of ASB issues.

Keeping estates safe, clean and tidy



Estate Inspections

We carried out 165 estate inspections last year, this is inspecting each estate at least twice. **The annual average for cleanliness at A standard was 68% and the maintenance of estate grounds 63%.** Although this performance compares well to that of other housing associations, it didn't hit our personal 80% target and so we know we must do better.

Other key areas requiring focused improvement:

- Resident Engagement: Increasing opportunities for tenants to provide feedback and share their perspectives, which will make our services more responsive and accountable.
- Contractor Oversight: Enhancing supervision of contractors, along with ongoing staff training and meaningful customer interaction.
- Training Initiatives: Providing training for both staff and residents to support effective service assessment.
- Value for Money: Agreeing ways to ensure value-for-money when preparing service charges.



Objective	Target	Result	Performance rating
No. estate inspections undertaken	164	165	✓
% estates maintained to A standard	80%	90%	✓
% estates cleaned to A standard	80%	90%	✓

We plan to make improvements by involving tenants in decisions about which companies we recruit to do grounds maintenance (shared gardens, car parks etc) and communal area cleaning. We will also ask residents to help us monitor and review those services to ensure they are meeting expectations.



If you would like to be more involved in monitoring estate services, please contact your housing officer, who can guide you on how to participate.



Repairs and Maintenance, improving services for you

Unity carried out 5326 repairs in 2024/25, this is equivalent to 3.8 repairs per home.

	2024-25
Jobs Raised	5366
Jobs Completed	5326
Budget Spend	£1,103,352.00
Average cost per repair	£207.16



Measure	Q1 -April-June 2024	Q2 -July - September 2024	Q3 October- December 2024	Q4 -Jan-March 2025
% Emergency repairs completed on time	83.70%	91.80%	91%	90%
% Non-Emergency repairs completed on time	85.80%	92.40%	94%	79%
Average time (days) to complete a repair	11.6	10.3	12.8	12.1

Half of all complaints in 2023/2024 were related to repairs and maintenance.

It was clear that the GTD (our contracted repairs provider at the time) performance improvement plan wasn't working well enough.

There were issues around motivation, workmanship, efficiency and customer care. So in 2024 / early 2025 we concentrated on preparing for the selection of a new main contractor for repairs and maintenance.

Throughout 2024/25, our focus was on managing the relationship with GTD as effectively as possible, while ensuring a smooth handover process to the new contractors, EQUANs from April 2025 onwards.

Unfortunately, relations with GTD deteriorated over the year, resulting in many challenges and a growing backlog of repairs—particularly in March, when GTD refused to take on any new work.

Since then, we have begun new contracts and strengthened our monitoring processes, leading to noticeable improvements.

The change to EQUANs went smoothly, with this new contractor beginning work without any significant hiccups.

Looking ahead, you can expect quicker response times and higher-quality repairs as these changes take effect.



What happened?



Income Management: Supporting tenants through challenging times



This financial year there was a small decline in rent arrears alongside an improvement in overall rent collection, with efforts focused on ensuring our escalation policies were more strictly followed.



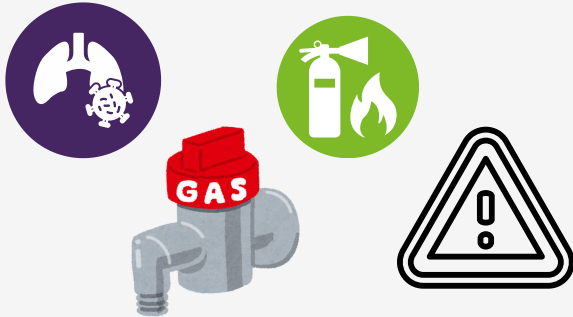
<u>Objective</u>	Target	Result	Performance rating
% of rent collected	101%	100.30%	✗
FTA as % of debt	1.00%	0.44%	✓
% of live accounts in arrears	49%	59.70%	✗
No. of live accounts in arrears	630	833	✗

We are pleased that despite the challenges facing our tenants—like higher living costs, stagnant incomes, the change to a 53-week year, and average monthly rent increases of £50—most tenants were committed to paying their rent and arrears remained steady.

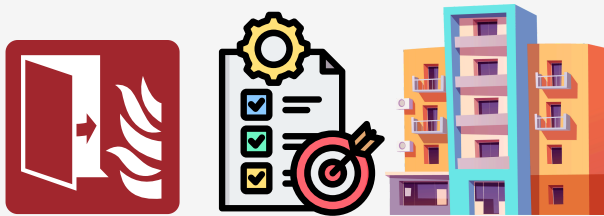
This stability is also a direct result of our team's dedication to preventing arrears from getting worse and responding more quickly with legal action when necessary. A new system is on the way to help us respond even better, taking faster action against persistent nonpayers while **helping** tenants facing difficulties.

Keeping people and buildings safe.

Health and Safety is always our number one priority.



This year, our Compliance Team completed 100% of major safety checks, including fire, asbestos, lifts, legionella, and gas inspections.



We also finished historic fire risk actions, replaced over 500 fire doors, and carried out fire safety upgrades in 61 blocks.



We also secured new contracts for gas and electrical safety, saving money and ensuring quality service for years to come.

Objective	Target	Result	Performance rating
% of planned FRAs completed	100%	100%	✓
% of asbestos re-inspections	100%	100%	✓
% of lifts inspected	100%	100%	✓
% of legionella inspections	100%	100%	✓
% of homes with valid electrical certificate	99.50%	98.40%	
% of homes with gas certificate	100.00%	100%	✓

Asset Management

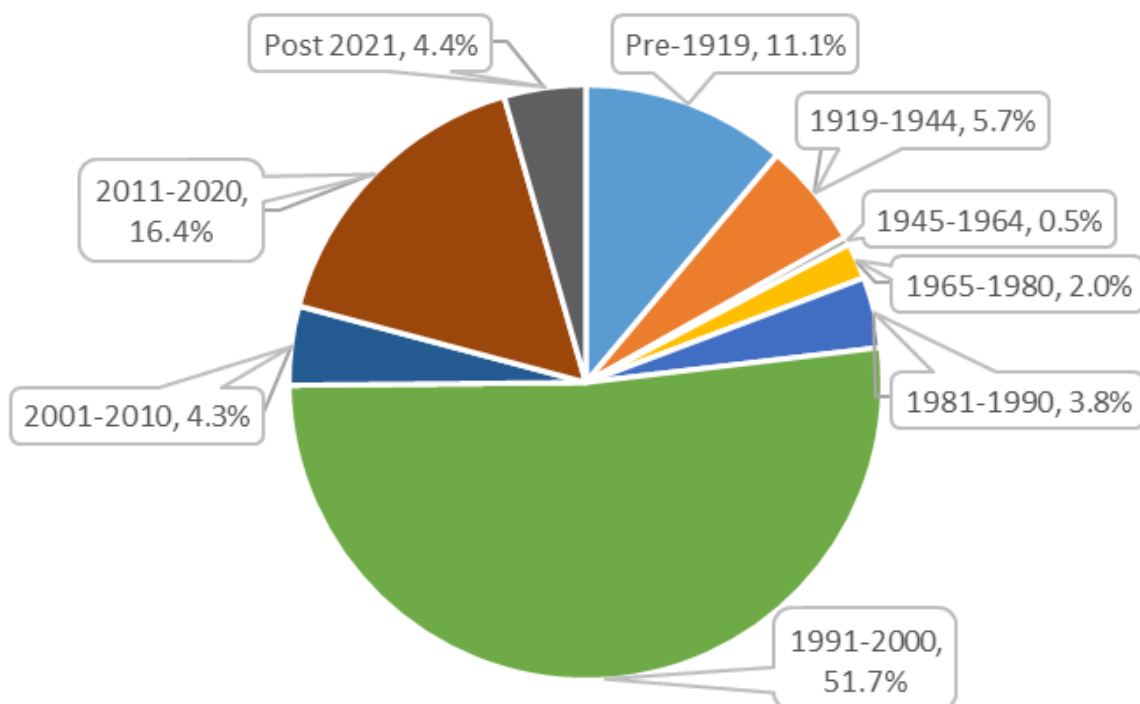
'Asset management' is about using our resources efficiently to manage improvement to our housing stock, ensuring our homes continue to be safe, in decent condition and well maintained well into the future.

Return on Assets/ Knowing our assets: Age of 'stock' (homes)

This chart shows when our different properties were built. We use it to figure out likely future repair and renovation requirements and it links with our 'stock condition analysis'. Together, these help us to understand why our repair and improvement costs might be different to other similar housing associations.

Any empty properties that require a lot of investment to get them safe and appropriate to live in need to be looked at by professionals, who decide if it's worth spending money to renovate and to keep it (it usually is), or if it would cost too much to bring to a good standard and our money would be better spent on improving or investing in other properties, in which case we might sell that empty property on.

Age banding of UHA stock excl. LCHO



We plan to have a new asset management strategy by April 2026 and we spent this year preparing for that and completing the next phase of the planned improvement programme. The result was as follows:



Component	No. completed
BATHROOMS	49
KITCHENS	32
EXTERNAL DOORS	31
WINDOWS	33
BOILERS	65
ROOFS	7

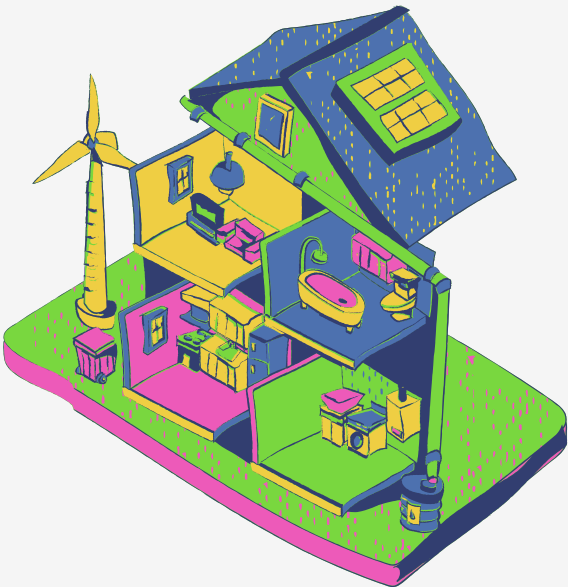
Thermal Efficiency

As well as refurbishing homes, our focus remains firmly on enhancing their energy efficiency and affordability for tenants. **Each property is assessed on a scale from A to G for thermal performance (keeping your home warm), with our target being to upgrade all homes to a minimum rating of C.** To support this ambition, we partnered with three other housing associations and successfully secured £0.7 million in funding from WYCA.



This investment will enable us to improve the thermal efficiency of up to 128 Unity properties.

The initiative aims to lower carbon emissions from our social housing stock, boost energy efficiency, and support healthier living environments for residents. In this first phase, selected homes will benefit from enhancements such as advanced insulation, renewable heating systems, and low-carbon technologies. To ensure tenants are well-informed and involved, we will establish a dedicated tenant group that will provide feedback and support throughout the project’s progress.



Value for Money

Unity's Value for Money (VFM) strategy is designed to make sure our financial position is strong and sustainable. This strategy focuses on making the most efficient use of resources to achieve targets. By doing so, Unity not only meets legal requirements for cost-effectiveness and being honest and transparent but also shows we want to provide genuine value for money for our tenants.

Last year we delivered 23 out of 37 VFM objectives. There were significant savings from the re-procurement of the new gas contract, with projections exceeding £300,000 over the next five years—an important achievement after more than ten years with the previous supplier. Similarly, the introduction of a new electrical testing contract is expected to generate additional savings of more than £120,000 during the same period.



Tenant Participation and Engagement: Listening and involving you

While we faced some changes in staff, we continued to deliver community engagement projects and sought new partnerships with local groups. We ran focus groups, research interviews, and training courses for social housing tenants. We know there's more to do, and next year we'll focus on creating modern, flexible ways for you to get involved and have your say—including new digital and social media opportunities.

Performance fell short of target across both engagement indicators:

- **Community Engagement: 378 individuals engaged (Target: 600)**
- **Tenant Involvement: 171 tenants involved (Target: 360)**

We prioritise resident engagement to improve our communities and services. Residents now have representation on the Association board, UPS board, and Operations Committee. The Scrutiny Panel has attended Operations Committee meetings for the past two years to ask questions openly. Our approach will be further updated with a new person in post.

Employment

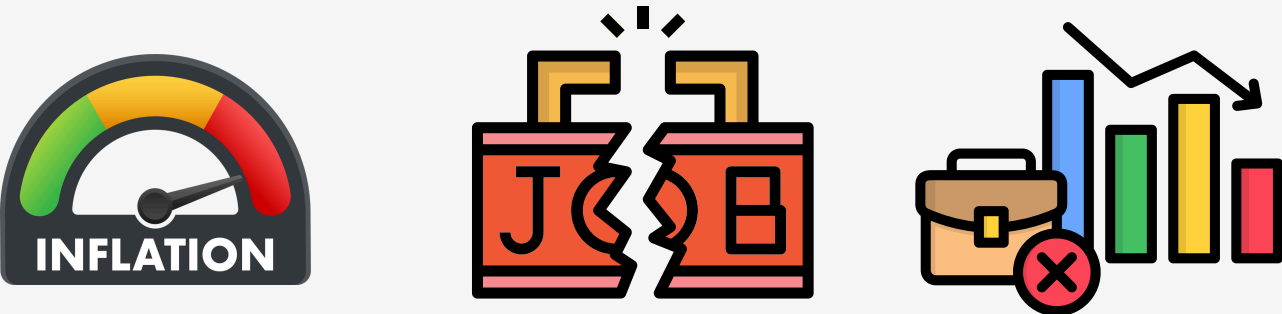
For the first time, the team did not reach all of their year-end targets for Employment Services. This was largely due to an increasing number of clients facing complex and multiple barriers that needed to be addressed before they could enter employment. Providing the right support took more time and resources than we expected. Although the team worked very hard throughout the year, these challenges meant that the targets were not fully met. Nonetheless we helped many people find jobs, training, or volunteering.

Objective	Target	Result	Performance rating
No. Clients found employment	193	93	X
No clients supported into training	307	278	X
No. clients into volunteering	31	10	X

Looking to the future, we recognise the need to be more flexible and responsive to the needs of our clients—especially in a changing employment landscape and with growing pressures to reduce welfare benefits.

To tackle these challenges, we are partnering with local businesses and community organisations to streamline our training and employability programmes with the NHS and Leeds City Council.

Doing things this way will help us better support job seekers who have been on a very low income and / or unemployed for a long time, ensuring our services remain effective in the face of ongoing financial issues.



Unity Enterprise, supporting local business and community spaces

Unity Enterprise is the arm of Unity that helps people realise their ambition to set up their own business and we let out workspace to budding entrepreneurs.

At the moment we provide **153 units to 93 Entrepreneurs**, many of whom are local people running their own business for the first time.

Collectively **those businesses provide employment to 1400 people**, many of whom live in the areas where Unity operates.

We enjoyed a strong year, helping local businesses and managing community spaces. We kept rent collection and costs on track, ending the year with a small profit, and completed several grant-funded projects. Examples include Breaking Barriers -providing support to women in business and STEPs -a training course for tenants with aspiration for business.



Development: Building a stronger future

The financial year 2024/25 brought both progress and problems. **Construction restarted on 30 new affordable homes at Plane Street in Huddersfield**, representing a significant move forward in meeting local housing needs.

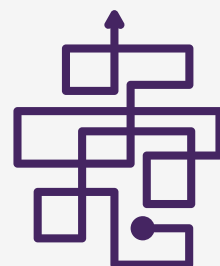


However, **the Holdforth Place development in Leeds, which was intended to deliver 22 homes, could not proceed**—land sales were withdrawn by the Local Authority because planning approval lapsed before pre-commencement conditions could be met.



While some projects advanced, others faced setbacks, highlighting the complex situation when it comes to housing development in our communities.

We are also the lead partner in the Unity Development Consortium. We support other housing organisations that have the finance but lack the expertise to develop affordable housing to a high standard.



Our financial update

We ended the 2024/25 financial year with a Group comprehensive income of £1.2m.

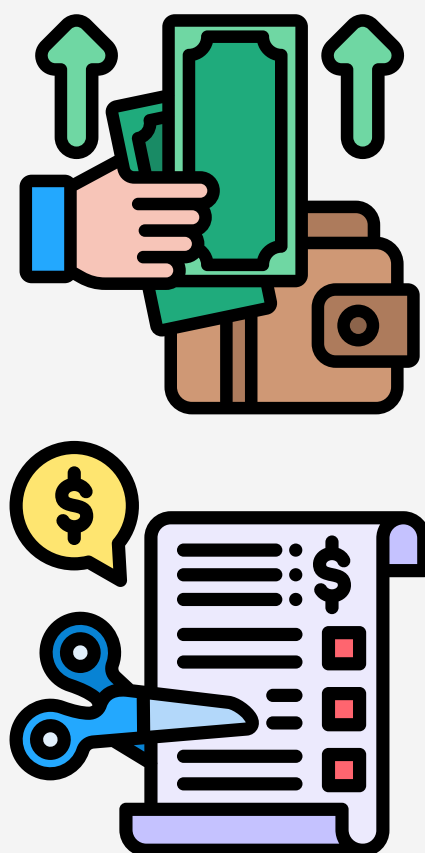
This was an increase from the £0.5m in 2023/24



Group comprehensive income is the total financial gain or loss for a company over a financial period. It includes all income (from running the business) minus all costs incurred. Think of it as the complete financial "big picture" for a company.

Last year we had a negative pension adjustment and this year it was positive.

	2024/25	2023/24
	£'000s	£'000s
Turnover for the Group	9,739	8,984
Costs including interest	-8,618	-8,224
Surplus for the Financial year	1,121	760
Pensions adjustment	62	-246
Comprehensive Income	1,183	514



During 2024/25 :

Our highest paid Director's remuneration was £79.68 per unit over the year.

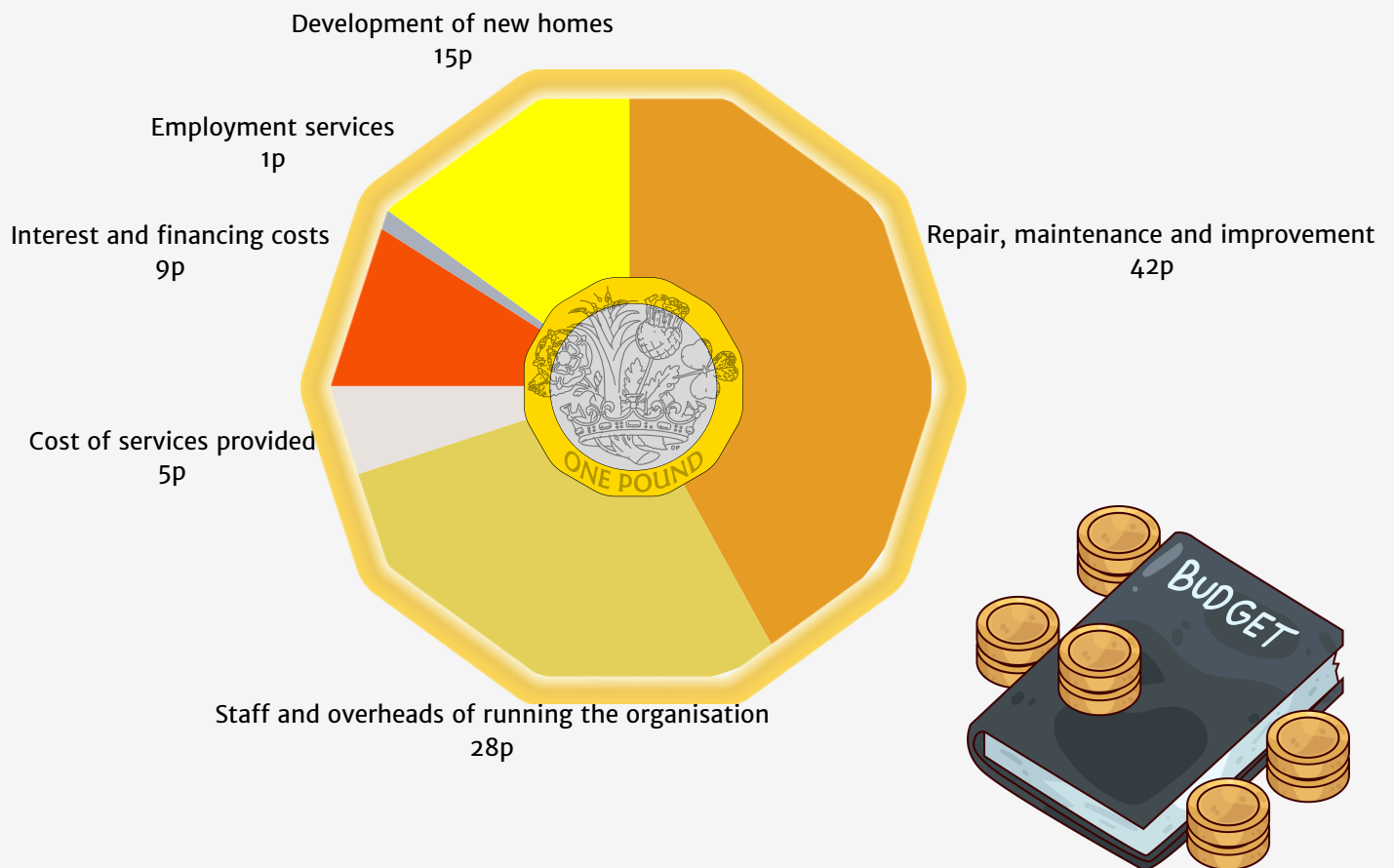
The combined remuneration of our Directors including Board members was £351.59 per unit over the year.

The Social Housing Cost per Unit was £5,557.

Unity self assessed itself against the Regulatory Standards for Registered Providers and considered it was compliant.

How we spent your Pound

The chart below shows how much of every pound paid to Unity was spent:



- 42p on the repair, maintenance and improvement of our homes, including replacing components.
- 28p on the costs of staff and overheads of running the organisation
- 5p on the cost of services provided
- 9p on the interest and financing costs of the loans we have to improve existing homes and build new
- 1p on employment services to support residents and the community into employment and training
- 15p on the development of new homes

Back Room Teams

We'd like to take a moment to recognise our behind-the-scenes teams, whose vital work keeps our organisation running smoothly—even if their efforts aren't always visible to our residents.

Information Technology: A Safer, Smarter Unity

This year, our IT team delivered significant improvements. We completed a major system upgrade, boosting the security of your data and our operations. Enhanced cyber-protections were implemented, and all staff received in-depth training on information safety. We also introduced advanced backup solutions to safeguard data and ensure the continuity of our services—even in unexpected situations.



Human Resources: Supporting Our People

Our HR team launched a new, more user-friendly HR system for staff and streamlined support for employees returning to work after illness. Comprehensive training was provided on key subjects, including health and safety, mental health, and dementia awareness, providing staff with the skills they need to support our community. To keep everyone informed and connected, we also introduced a new employee newsletter.



Finance Team: Managing Resources Responsibly

The finance team ensured that all bills were paid promptly, accounts were published on time, and financial commitments were met. This year, they introduced faster payment processes, improved transparency in rent reviews, and secured new funding to help drive development and invest further in your homes.



Back Room Teams

The Board

Unity is led by Board Members who are responsible for the governance of the organisation. The Association can have up to 13 members on its board and up to one third of the Board may be tenants. In addition, the Board may co-opt up to 5 persons. The Board currently meets on a quarterly cycle and is supported by a further cycle of committee meetings which address specific areas of the business.

We currently have a tenant on the main Unity Housing Board and Operations Committee and Unity Enterprise Board

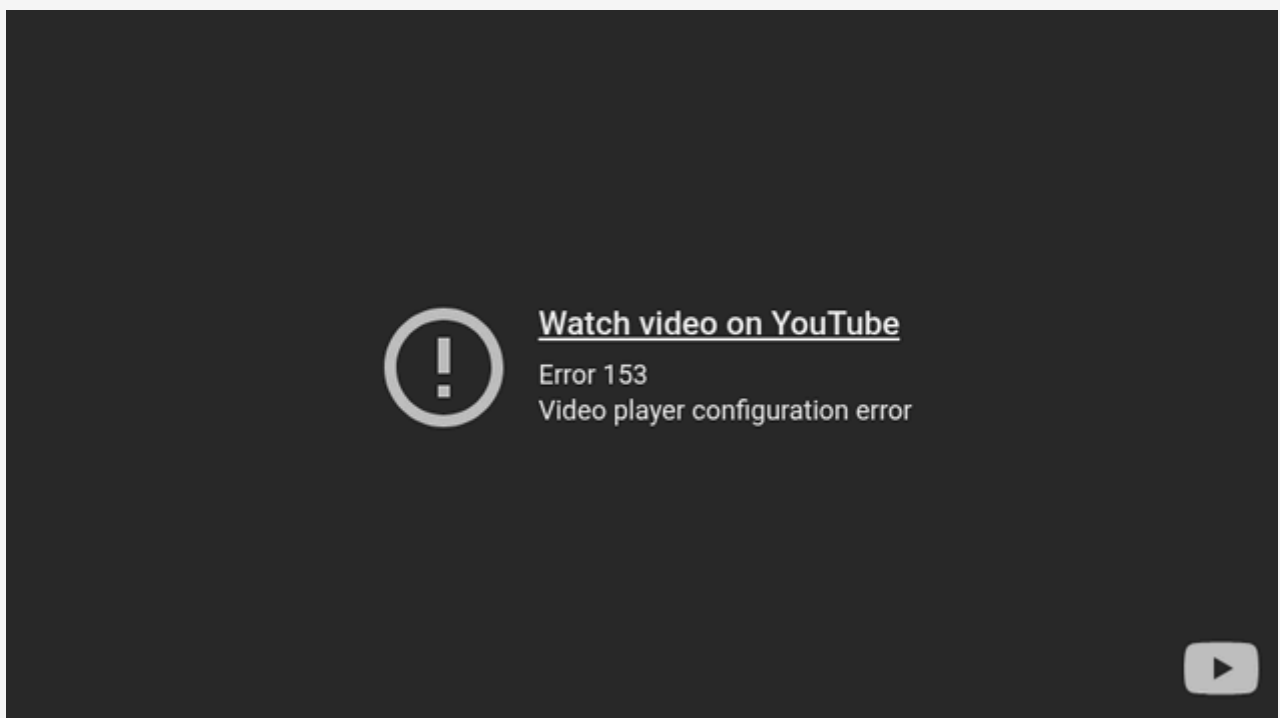
Additional members are invited to apply through a formal recruitment process. For more information please email uha@unityha.co.uk or alternatively you can call the team on 0113 200 7719.

You can see our existing board members here:

www.unityha.co.uk/about/the-team



Diversity Report



This video tells you about the diversity of tenants and staff at Unity.

Looking Ahead...

Thank you for being part of our community.

Your feedback, involvement, and support help us to keep improving.
In the coming year, we are committed to clearer communication,
modern engagement opportunities, and delivering even better
homes and services.

With very best wishes,

The Unity Housing Association Team

For more information on the regulation of social housing visit:
www.gov.uk/government/organisations/regulator-of-social-housing

You can find more detailed reports including tenant satisfaction measure reports visit:
www.unityha.co.uk



Supporting BME Communities