

A young child with blonde hair is swinging happily on a blue swing set. The child is wearing a colorful plaid shirt and blue sandals. The background is a blurred playground with yellow and blue equipment. The image is framed by a large, semi-circular orange shape on the right side, which contains the Aspire Housing logo and the report title.

Stronger together: Safer homes, better communities

Our annual report 2024/25



Contents



Welcome to Aspire Housing's Annual Report for 2024/25

In the pages ahead, we're pleased to share key facts and figures that highlight our main areas of activity and performance over the past financial year.

This report offers a closer look at our homes by the numbers, the safety and quality of our homes, the work we do within our neighbourhoods and communities, how we listen to and act on customer feedback, and how we're performing overall.

This has been a big year for us at Aspire. In 2024 we launched our new Corporate Plan, which renewed our commitment to People First and outlined our new values and strategy up to 2030.

In early 2025, we received our latest inspection results from the Regulator of Social Housing, in which we were awarded the highest possible gradings in governance and our delivery of the new consumer standards, and retained our grading for financial viability.

We hope you find this report informative and interesting, and we look forward to continuing to engage with our customers and improve our services.

Andrei Szatkowski

Executive Director of People



Regulator of
Social Housing

Aspire Housing regulatory judgement – January 2025

Governance: G1

Financial Viability: V2

Consumer Standards: C1

You can read more about how we are assessed and what these gradings mean [here](#).



**We put people first by
delivering safe, decent
homes and excellent
housing services through
our talented Aspire team**

Check out our new
Corporate Plan [here](#).



A close-up photograph of a hand with two silver rings handing a set of keys to another hand. The background is blurred, showing a person in a white shirt. The image is overlaid with a dark purple semi-circle on the left and a horizontal bar at the bottom with orange, yellow, and grey segments.

Our homes in numbers

Our homes in numbers

We're committed to providing you with safe, decent, and affordable homes.

This means continually seeking opportunities to regenerate our communities and build new homes that give people a safe and secure place to live, whilst also maintaining and improving our existing properties to a standard our customers can be proud of.



9,586



Total homes managed

8,804



Homes managed that are rented

270



Homes managed that are bought on long leaseholds

512



Homes managed that are shared ownership

37



New homes

520



Existing homes re-let

45



New homes let

61



Average days to re-let

Sign into 'MyAccount' online – using 'MyAccount' makes it easy to pay your rent or book a repair. Just log in at aspirehousing.co.uk

Our homes in numbers

What's next

In 2024, we introduced a five-year aspirational development business plan.

This has already got off to a strong start, and across the next four years, Aspire Housing plans to build more than 400 new homes – an investment of over £83 million that will create homes in our communities for generations to come.

£83m



to be invested in new homes



Where are our homes?

1. Newcastle-under-Lyme
8,088 homes
2. Cheshire East
868 homes
3. Stoke-on-Trent
129 homes
4. Cheshire West and Chester
73 homes
5. Stafford
71 homes
6. Cannock Chase
39 homes
7. East Staffordshire
31 homes
8. Staffordshire Moorlands
10 homes
9. South Staffordshire
9 homes

Data for rented and shared ownership homes, excluding leaseholders.

Stronger together: Safer homes, Better communities



Our homes

in numbers

Our 2024-2030 corporate plan set out our vision of optimising Value for Money (VfM) and reducing waste. Our VfM strategy focuses on effectiveness, efficiency and economy by:

- Reducing costs, delivering safe and decent homes and excellent housing services ensuring every £1 of rent is well spent
- Ensuring people, processes and technology are smarter, simpler, slicker to achieve optimum return from resources
- Making sure our investment in new homes, communities and people is well spent and we achieve our objectives

77.5% 

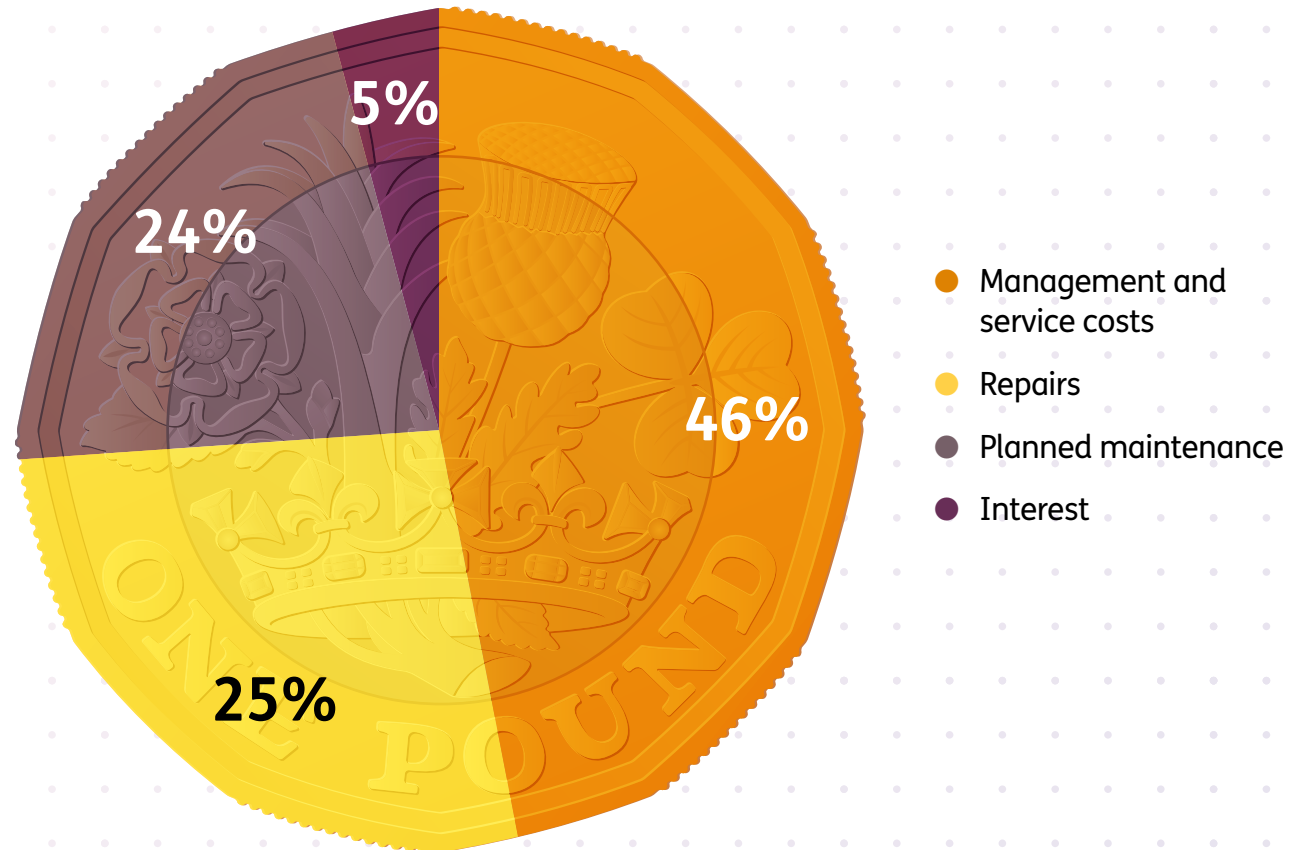
Satisfaction with Value for Money of services provided

£4,508 

Spent on average per property

How your rent is being spent (per £1)

You've told us you're interested in how we spend your rent money. Every pound we get is spent in the following way:



A man with short blonde hair and a light beard is smiling at the camera. He is wearing a dark grey t-shirt and a bright yellow high-visibility safety vest with reflective silver stripes. In the background, a white van with an orange stripe and the 'aspire housing' logo is parked. The scene is outdoors, with a brick building and a red wall visible in the background. The image is framed by a large orange semi-circle on the left side, which has a pattern of small white dots. At the bottom, there is a horizontal bar with four colored segments: orange, yellow, grey, and purple.

Safety and quality

of our homes

Safety and quality of our homes

You've told us that repairs are your top priority – and we've listened.

We have already begun making significant improvements to your home maintenance service through our Home Transformation programme. We're investing in transforming your experience, focusing on key areas such as reducing waiting times, minimising cancellations, and improving our repairs management system and communication.

We're working closely with our involved customers to ensure the changes we make are the ones that matter most to you.



£8,604,297

Spent on home improvements



£2,758

Spent on average on repairs and improvements per property



3,173

Home condition surveys completed



88%

Properties with an EPC rating of C or above (how energy efficient your home is)



8,205

Emergency repairs



27,595

Non-emergency repairs



100%

Gas Safety check compliance



99.9%

Electrical Safety check compliance



How are we doing?



Find out more about our Maintenance **page 23** and Building Safety performance on **page 24**.

Safety and quality of our homes



Achieved substantial assurance in fire safety management audit, with no actions or recommendations

100%



Fire risk assessment compliance

- 936 fire/smoke alarm checks across managed schemes and sites
- 429 fire door inspections

100%



Asbestos compliance

100%



Water compliance

- 2,179 compliance checks and inspections relating to water hygiene

100%



Communal passenger lift compliance

31%



Repairs booked online

£10,357,748



Spent on responsive repairs

Do you have a repair you need to report?

It's easy to do online 24/7 – click here:
aspirehousing.co.uk/your-home/repairs

Safety and quality of our homes

Home Transformation programme – what we've been working on

- Created a project team of experts from across the business
- Introduced a new operating model – changing how we deliver your repairs
- Changed the structure of our Home Maintenance team to support the new operating model
- Established new processes for our Home repairs service
- Introduced a new job deployment system functionality to improve efficiency
- Developed an intelligent new tool to help colleagues diagnose your repairs and find the right solution for you
- Partnered with a new materials supplier and started to build a new materials hub that's central to our communities
- Launched a customer self-service appointments system, allowing you to rearrange appointments via a text message

As a result of the improvements we are making, customers are getting repairs sorted much quicker. Wait time for plumbing jobs has dropped from 41 days to 6 days - and is still getting better!

Occupational health and safety

In October 2024 we were certified under ISO45001 – an international standard designed to help organisations improve workplace safety and minimise employee injuries.

What's next?

This year we will continue our commitment to investing in our homes. We have planned our highest ever spending of around £29 million on improvements, repairs and maintenance works, of which £12.7 million will be spent on upgrades to our existing homes.

£29m



to be invested in improvements, repairs
and maintenance works



Safety and quality of our homes

Awaab's Law

From October 2025, Awaab's Law will come into effect. This will change the regulations around how social landlords investigate and fix instances of damp and mould.

We fully support these changes and are continually reviewing our processes to ensure we're doing everything we can to support customers with condensation, damp and mould in their homes.

Condensation, damp and mould

We take damp and mould seriously and are committed to taking swift action wherever it's needed. To support healthier homes, we have a robust policy and process, improved response times, and we carry out follow-up checks to ensure problems are fully resolved.

We promise to get to the bottom of condensation, damp and mould issues quickly, help to put things right, and carry out any necessary repairs.

£371,335 

Spent on condensation,
damp and mould works

1,592 

Mould washes carried out

725 

Technical surveys to assess
the root cause of damp and
mould issues

114 

Smart monitors
installed in homes

Are you having issues with condensation, damp or mould?

Find out more about Healthy Homes
and get support here:
[aspirehousing.co.uk/your-home/
condensation-damp-and-mould](https://aspirehousing.co.uk/your-home/condensation-damp-and-mould)

Aids and adaptations

We support major adaptations in our homes through Disabled Facilities Grants.

£190,330 

Spent on aids and adaptations



Neighbourhoods and communities

Neighbourhoods and communities

We work in communities across Staffordshire and Cheshire, supporting over 19,000 customers through a wide range of vital services.

We're here to help however we can – whether you need housing support, money advice, help finding a job, or something else.

By working closely with local partners, we're able to offer a wide range of support services and bring in expert help when needed, ensuring you get the right support at the right time.

Anti-social behaviour (ASB)

459



New ASB cases reported

- 27% involved noise-related complaints
- 23% related to verbal abuse, harassment, threatening and intimidating behaviour
- 14% involve alcohol and drug-related activity

307



ASB cases closed

85%



Customers that reported they were satisfied or partially satisfied at the time the case was closed 8% of customers withdrew their complaint

69%



ASB cases resolved through early intervention tools (including mediation, community consultation, noise reduction measures in homes, etc)

12%



ASB cases resolved through positive enforcement measures (including injunction measures, possession orders and moving customers into other accommodation)

27



Homes allocated to support victims of domestic violence

Neighbourhoods and communities

ASB (continued)

1,847



Jobs carried out by our
Caretaking team

- 815 flytipping clearances
- 182 responses to direct customer requests
- 8 Graffiti removals

256



New tenancy management
cases opened, including

- 52 Property condition
- 71 Garden nuisance
- 36 Non-occupancy

51%



Cases supported by or
signposted to partner
agencies, relating to mental
health and wellbeing,
support with finances,
and health-related support

85



Customers supported
through referrals for
furniture and carpets

171



Neighbourhood Impact
events (including community
events, partnership
litter picks, community
walkabouts, days of action
and civic pride events)

5,303



Welfare visits undertaken
within our community living
schemes

423



Activities put on for our
community living customers
within our schemes

- 17,307 attendees across these events

Everyone should feel safe in their own home. If you've experienced ASB and would like to report it, click here:
aspirehousing.co.uk/your-home/anti-social-behaviour-asb

Neighbourhoods and communities

Worried about money?

Speak to our Money Advice team:
aspirehousing.co.uk/our-services/money-advice

Money advice

592



Customers received guidance from the Money Advice team

£583,808



Debt reduced for customers with our help

85%



Money Advice customers successfully supported to reduce rent arrears

£1,276,653



Gained in benefits through Money Advice support

Our Employment & Skills team can support you into work, training or new opportunities – find out more:
aspirehousing.co.uk/advice-support/employment-and-skills

Employment and skills

438



Customers supported

87%



Customers supported into employment

100%



Customer satisfaction

£37,000



Funding secured through the Shared Property Fund to provide additional community-based interventions

Neighbourhoods and communities

To find out more about home swapping and mutual exchange, click here: aspirehousing.co.uk/find-a-home/swap-your-home



Tenancies

64



Customers supported to move home through mutual exchange

£398,560



Financial outcomes achieved for customers

302



Customers helped to sustain tenancies

36



Customers empowered and support plans completed

216



Successful charitable applications
• £28,694 secured for our customers

5,990



Intensive housing management visits completed

52



Customers supported to access statutory mental health services

216



Food bank vouchers issued

Neighbourhoods and communities

What's next?

We have a plan of activities and events throughout 2025/26 to support our customers with neighbourhood improvements, anti-social behaviour, cost of living, and more. Look out for updates on our website, social media and customer magazine to find out more.

Tenancies (continued)

9



Rough sleepers supported through accommodation project

- 3 successfully housed and living independently

30



Care leavers supported through housing transition service

- 8 successfully housed and living independently

17



Temporary accommodation customers housed and supported

- 11 successfully moved on and living independently

How are we doing?



Find out more about our Neighbourhoods performance on **page 24**.

We're here to help!

Find out more about our wellbeing and housing support services here:
aspirehousing.co.uk/advice-support/wellbeing-and-support

Customer Voice



Customer

Voice



Your feedback really matters to us. We're committed to listening – celebrating what's working well and learning where we can do better. That's why we've made sure there are clear and accessible ways for you to share your views.

We believe in fairness and respect for everyone. Our colleague-led Equality, Diversity and Inclusion (EDI) Forum continues to influence how we work – reviewing our policies and building a culture where everyone feels valued.

Openness and transparency is important to us. We continue to share how we're performing and what actions we're taking in response to your feedback. 2024 marked our biggest yet Chat 2 Aspire event, which played a key role in shaping our Home Transformation programme and how we care for and maintain our neighbourhoods.

Engagement

What our engaged customers did:

- **OASIS** continued to seek assurances that we are delivering on our Customer Promises. This year, they:
 - Challenged how we maintain and invest in communal spaces
 - Reviewed how we plan to reduce the number of communications-related complaints within the repairs and maintenance service
 - Endorsed 8 policies for championing the customer voice
 - Agreed on how best to invest additional spend to maximise outcomes for customers
- **The CARE group** increased the role they play in shaping our approach to complaint handling
- **The HOME Customer group** focused on the initial stages of the customer experience when reporting a repair, using data from Chat 2 Aspire to inform their decisions
- We also formed 3 new service improvement groups to support engagement in key areas:
 - **The Neighbourhood Customer Group** – to focus on what makes a great neighbourhood
 - **The Community Living Forum** – to review our community living service offer and approach to communication and engagement with our community living customers
 - **The Connection Collective** – to improve and develop our communications, engagement and customer excellence services

2,700

Customers took part in our autumn Chat 2 Aspire consultation event

11,405

Surveys were completed by our customers

41

Customers regularly supported us as part of our formal engagement groups

Customer

Voice

What's next?

- We will focus on developing Aspire colleagues to ensure we make the most of our engagement activities
- We will continue to share results of our engagement activities to promote the great work taking place and make sure all customers are aware of how they can make a difference to the services they receive
- We will hold another Chat 2 Aspire event

Complaints

746



Formal complaints received

6



Average days to close a stage one complaint

13



Average days to close a stage two complaint

5



Cases investigated by Housing Ombudsman

73%



Stage one complaints fully or partially upheld

77%



Stage two complaints fully or partially upheld

Find out more about how we engage and communicate with our customers, and how your voice shapes what we do. Click here: aspirehousing.co.uk/your-home/get-involved

How are we doing?



Find out more about our Engagement and Complaints performance on page 24. To see our latest self-assessment against the Complaint Handling Code, click here: aspirehousing.co.uk/contact-us/making-a-complaint

Our

performance

aspire
housing

Our performance

Tenant Satisfaction Measures (TSMs)

Introduced by the Regulator of Social Housing (RSH) in April 2023, the TSMs ensure that every social housing provider collects and publishes consistent information on essential services like repairs, safety, and complaints.

This transparency helps you see how we're performing compared to others and gives the regulator a clearer view of where improvements may be needed to enhance services for customers.

To see more about our latest TSM results, click here: aspirehousing.co.uk/tsms

Here are our Annual TSM Results for 2024/25



Tenant
Satisfaction
Measures

Overall Satisfaction

78%



of customers living in rented homes are satisfied with the overall service provided by Aspire.

Maintenance

80.3%



Customers that were satisfied with their overall repairs service over the last 12 months.

72.4%



Customers that were satisfied with the time it took to complete their most recent repair.

75%



Customers that are satisfied their home is well maintained.

80.6%



Customers that are satisfied that we provide a home which is safe.

96.5%



Emergency repairs completed within target.

59.4%



Non-emergency repairs completed within target.

Our

performance

Building Safety

99.68% 

Aspire homes met the Decent Homes Standard on March 31st 2025.

100% 

Aspire Housing carried out 100% of Gas Safety, Water Safety, Lift Safety, Asbestos Safety and Fire Safety checks in 2024/25.

Engagement

80.6% 

Customers who said they are treated fairly and with respect.

73.5% 

Customers who said they were satisfied that they are kept informed about the things that matter to them.

68.3% 

Customers who said they are satisfied that we listen to their views and act on them.

Complaints

50.4% 

Customers who are satisfied with Aspire's approach to complaints handling.

70 

On average, Aspire received 70 complaints per 1,000 homes in 2024/25. (Stage 1 and Stage 2 complaints)

94.6% 

Stage 1 complaints were completed within ten working days.

93.5% 

Stage 2 complaints were completed within 20 working days.

Neighbourhoods

68.3% 

Customers who are satisfied we keep communal areas clean and well maintained.

67.2% 

Customers who are satisfied we make a positive contribution to neighbourhoods.

60% 

Customers who are satisfied with Aspire's ASB handling approach.

49 

On average, 49 cases of ASB were reported per 1,000 homes in 2024/25.



Continuous improvement



You said

“The wait time for repairs is too long.”

We did

We carried out a thorough recovery plan to tackle repair wait times. In August 2024, customers were waiting 50 days (on average) for their repairs to be completed; by April 2025, the average wait had dropped to 16 days – an improvement of 34 days!

You said

“We are not effectively communicated with on the progress of our repair.”

We did

The Home Transformation programme is reviewing automated text messages sent out regarding your repairs, to ensure you feel you’re kept informed throughout the entire process.

You said

“There are issues with cleanliness in stairwells and communal gardens.”

We did

We carried out a consultation on communal area cleaning to find out more about what you want and what is and isn’t working for you right now. We’ve used this feedback to inform the procurement process for the new cleaning contract.

You said

“We’re not listened to when making a complaint.”

We did

Complaint handling training has been delivered to all Heads of Service and key complaint handlers. This focused on ensuring the root cause is addressed, and the customer feels listened to and understood. Our TSM satisfaction score on complaint handling has increased by 7% since last year.

Continuous improvement



You Said

“We are unaware of the work being done in neighbourhoods and shared community spaces.”

We did

Following discussions with our Neighbourhood Customer Group, our Caretaking team have rebranded vans to improve their visibility in the community, and will soon have new uniforms.

You said

“Communication regarding repairs needs to be improved.”

We did

We now text or call when we are on our way to your repair appointment. We continue to review communication so that you feel you’re kept informed throughout the entire process.

You said

“Aspire needs to get better at handling missed repairs appointments.”

We did

We are reviewing our ‘no access’ process to ensure that missed appointments don’t result in closed jobs or unnecessary delays.

You said

“The approach to handling anti-social behaviour (ASB) needs to be addressed.”

We did

Feedback from surveys tells us that we need to better promote details on ASB: what ASB is, what we are responsible for, and how you can report cases of ASB.

We have completely rebuilt the ASB pages on our website, making sure the process is clear and sharing information about what defines ASB.

We are also contacting each resident who has expressed dissatisfaction with their experience of reporting ASB to gather more information and drive continued improvement.

The Aspire Housing logo is located in the top right corner. It consists of the word "aspire" in a white, lowercase, sans-serif font, with the word "housing" in a smaller, lowercase, sans-serif font directly beneath it. The logo is set against a solid orange circular background.

aspire
housing



Approved by our engaged customers

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Kingsley, The Brampton
Newcastle-under-Lyme,
ST5 0QW

aspirehousing.co.uk

Talk to us



A registered society with the financial conduct authority, registration number 31218R. Registered with the regulator of social housing L4238.