

Plus Dane Housing

# 2024 | 25 annual report



# welcome...

Welcome to Plus Dane's 2024/25 annual report and one in which I am pleased to report improvements in operational performance during a period of significant change.

When we developed our corporate plan last year, you told us what we should prioritise: investing in our homes and making them warmer and more energy efficient, repairing things when they go wrong and not replacing, and providing support services that help people to remain in their home. You will see how we are delivering these priorities through this report.

While our overall satisfaction as part of the Tenant Satisfaction Measures has remained the same, we have seen improvements in specific service areas such as repairs and planned investment. This distinction is important to us as satisfaction in these areas is based on the personal experience of our services whereas the tenant satisfaction measures report customer perception of our services from a random selection of customers who may not have used our services recently.

I am really pleased that this year, we have been able to invest an additional £9m in our homes, something we know is important to customers. We did this by improving the way we delivered services, lowered the amount we repay on our loans and through improved management of budgets. This helped us target spend where it's needed most so our customers can benefit.

We have made excellent progress delivering new homes, this year 345 customers received keys to their new build home compared to 159 last year. We know there are thousands of people across Cheshire and Merseyside either unable to secure social housing because of the significant shortages or living in homes that are now unsuitable for their needs.

We have made a commitment to increase the number of new homes we build over the coming years and it is good to see that in the first year we have made a strong start.

We continue to see large numbers of customers who are entitled to claim benefits to supplement their income, not understanding what help is available and suffering hardship. This year, our Welfare team supported over 1,000 customers to boost their income totalling £1.8m. This is life changing and we know the positive impact this has had on those customers. There has been increasing demand on support services this year; we supported 811 customers who found themselves in crisis this year and we were able to offer amongst other things food and fuel vouchers totalling just over £99k. We also supported nearly 4,000 customers through our winter campaign, another increase on last year's numbers.

Unfortunately, we have also seen an increase in the number of anti-social behaviour cases we have handled and while we have had some positive outcomes, frustrations remain for many customers with the threshold for being able to take enforcement action through the courts being really high and requiring a significant level of evidence gathering from neighbours. We will maintain our focus in this area and support customers who are affected in the best way we can.

**Ian Reed**  
Chief Executive



## our finance

### income

| target  | actual  | last   |
|---------|---------|--------|
| 2024/25 | 2024/25 | year   |
| £101.3m | £101.4m | £87.4m |



### operating surplus

our income less the amount it costs to run our business

| target  | actual  | last   |
|---------|---------|--------|
| 2024/25 | 2024/25 | year   |
| £21.1m  | £21.0m  | £18.9m |



### operating margin

The surplus generated as a percentage of income

| target  | actual  | last  |
|---------|---------|-------|
| 2024/25 | 2024/25 | year  |
| 20.8%   | 20.7%   | 21.6% |



### surplus after tax

our income less the amount it costs to run our business, minus tax

| target  | actual  | last  |
|---------|---------|-------|
| 2024/25 | 2024/25 | year  |
| £2.6m   | £4.0m   | £2.9m |



### where does each £1 of income go?

- cost to run Plus Dane 24p
- investment in homes 39p
- building new homes 37p





# our tenant satisfaction measures

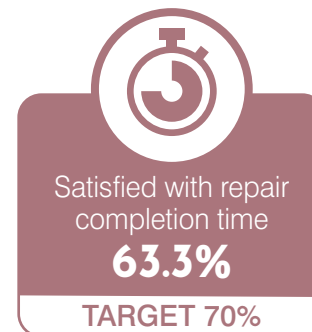
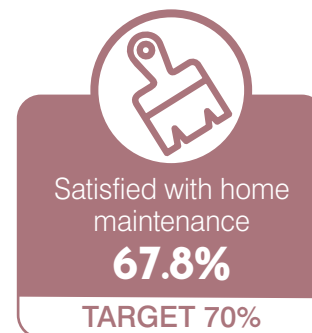
In 2023/24 the Regulator of Social Housing created a new system to see how well social housing landlords in England are doing at providing good quality homes and services. This includes a set of tenant satisfaction measures (TSMs) that we now report on.

There are 26 measures in all; 14 of them are performance measures using our own records. The other 12 show how happy customers are, asked through a survey. The customer satisfaction measures are taken from a random sample of customers and are based on their perception of our services even if they have not personally used them in recent times.

This is just the second year of collecting TSMs and while we know there is still more to do to reach or exceed our targets, we are seeing a positive trajectory for every customer measure. We have improved our results right across the board over the past 12 months, and we have projects and initiatives in place to help us improve further during 2025/26.

You can see more details on all our TSMs on our website, which we update every quarter. On this page you can see our 12 customer satisfaction TSM scores for 2024/25.

SCAN THE  
QR CODE TO  
LEARN MORE



# our repairs service



**Our repairs service has continued to be under pressure this year having delivered 10,000 more repairs than we did last year.**

We have been implementing planned changes throughout the year and are able to report improvements in some of the aspects where customers have previously experienced frustration such as being able to secure a convenient appointment when first reporting a repair. We have also established specialist teams in areas such as damp & mould so that we can respond to reports in a timely, consistent manner.

Emergency repair performance is strong with 97.2% which equals over 9 out of 10 emergencies responded to within four hours.

The strategy for our repairs service this year has been to increase efficiency as well as increasing the amount of planned investment in our homes in aspects like kitchens, bathrooms, boiler replacements, windows and doors in order to reduce the spend in responsive repairs. This is working for us, as despite completing an additional 10,000 repairs, we have spent slightly less than we did last year on repairs.

A primary focus for us this year in terms of our planned investment has been works to make homes warmer and cheaper to run. There are government targets to meet in this area by 2030, and we have made good progress during 2024/25. We have been able to take advantage of government funding to bolster the amount we have spent in order to deliver even more, and we will continue to secure external funding where we can in order to maximise the impact we can make.

Keeping customers safe in their homes is the number one priority for us and we aim to achieve 100% compliance with safety checks. For all measures we have scored a minimum of 99.7% but there are still some instances where we struggle to get access into customer's homes and therefore slightly miss the 100% target.

we completed  
**57,340**  
responsive  
repairs in total



we spent  
**£22m**  
on repairs  
in total



**84.9%**  
were **satisfied**  
with our  
**repairs service**  
[our target was 86%]



we attended  
**13,934**  
(97.2%) of  
**emergency repairs**  
within 4 hours



on average it took us  
**35.1 days**  
to **complete** a routine  
**repair** from the time it  
was **reported** to us. In  
**24/25** we **cleared** the  
**historic backlog of jobs**  
and we are now seeing  
this **wait time come down**  
in **25/26**



LAST YEAR  
**32.9**  
days

**1.3%**  
of repairs  
**resulted in a**  
**complaint**



Our homes in Liverpool 8, with solar panels fitted as part of our energy efficiency improvements

# invest in your home



**99.9%**

were **satisfied** with **planned investment works**  
[our target was 98%]

**99.4%**  
last year

we improved the **energy efficiency** (EPC) of **510** homes



| EPC   | Homes |
|-------|-------|
| E → B | 6     |
| E → C | 17    |
| D → C | 117   |
| D → B | 370   |

**157**  
last year

**166**



major **adaptations**

**347**  
last year

**330**

new **bathrooms**

**£26.6m**

invested in our **homes**

**£17.7m**  
last year

**748**



new **boilers and heating systems**

**590**



new **kitchens**

**359**



**windows & doors**

**372**



**rewires/ communal upgrades**

**351**



new/repaired **roofs**

**£1.9m**

cyclical decorations in **1642** homes







Our team and partners talking to customers about how to report anti-social behaviour

# keeping you safe



we completed **99.97%** of gas safety checks



**99.72%** of our homes have an electrical safety certificate [EICR]



we completed **100%** Fire Risk Assessments [FRA]



**99.90%** of our homes have an up to date FRA [where required]



**99.88%** of our homes have a carbon monoxide detector installed



**100%** asbestos surveys completed



**100%** lift safety checks completed



**100%** water safety checks completed





# helping customers into homes

159  
last year



built  
**345**  
brand new  
homes



**654**  
existing  
homes  
relet



**224**  
new  
homes let



helped  
**101**  
customers into  
home ownership

Cllr Paulette Lappin and colleagues at the opening of our new development in Crosby

Gerry Beckett

Gerry moved into Lime Tree Court in March 2025 and was delighted with his new home. During a visit by Angela Eagle MP and new Chair of Plus Dane, Max Steinberg, Gerry said:

"I am really happy with my new home. The handover day with Plus Dane was slick and before I knew it I was in and settled. I love the place, it is warm and safe and close to all the local shops. It is perfect."





Struggling with personal or financial issues? Our Welfare Team can help. Call 0800 169 2988 or use the **self-referral form** on our website or **Customer Portal**.

Customer and colleague at an engagement day in Cheshire

# here when you need us



£711k  
last year



**£1.8m** secured for customers. Our **Welfare Team** helped over **1,000** customers boost their **income**



we helped **1,231** customers to **improve** their **health and wellbeing** through mental health support, befriending, community activities and partner provision



our **annual winter campaign** supported **3,973** customers with items such as **toys** and **warmth packs**



**811** customers in crisis received **emergency food and fuel** provision totalling over **£99,156**

we provided **54** customers with **winter warmth** items



**Pocket Power** helped **93** customers save **£15,800** on **household bills** like energy, water, broadband, and more





Customers and colleagues at an engagement day in Cheshire

# supporting communities



**5** community events took place **last year**, helping us connect with **local residents** and strengthen relationships



we secured **6** jobs via **Next Energy** and sustained **2** apprentices with **Frank Rogers**, delivering **£137,618** in value



we funded **24** community organisations supporting customers over **winter** and the **festive period**



**546** customers were referred to our **partners** for **additional support**



# anti-social behaviour



310  
last year



we managed  
**408**  
separate  
ASB cases



**6** cases  
were referred  
for mediation



we supported  
**166** customers  
who reported  
domestic abuse

**100%**  
of ASB  
cases were  
responded to  
within target

99.4%  
last year



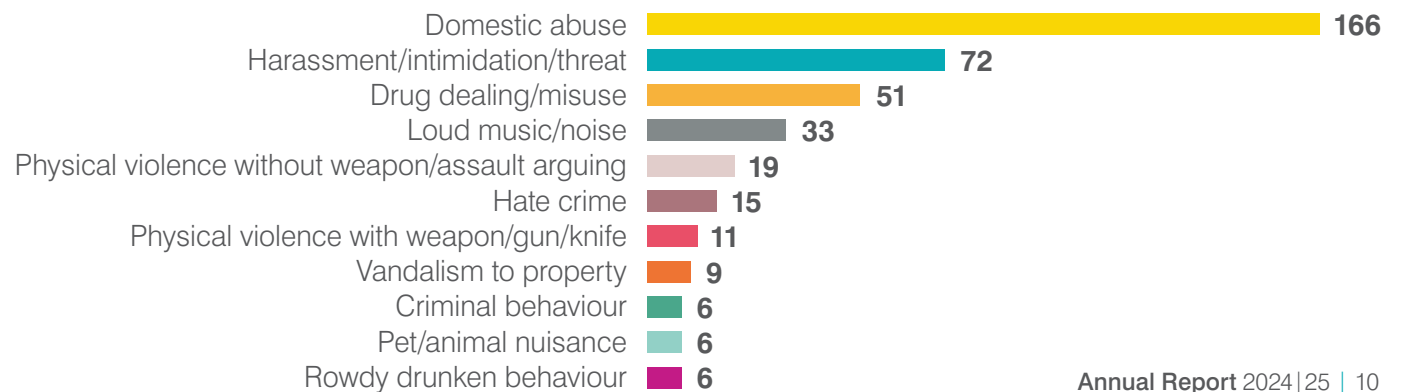
**7** individuals  
were served  
with injunctions



**2**  
possession  
orders/evictions

we secured  
**1** possession order  
which was suspended

## ASB case types



Vandalism in one of our communities,  
which our team spotted and dealt with



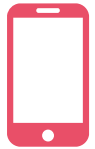
# working with contractors



Our contractors completing insulation improvements and making good



we supported the **L6 Centre** to obtain **£1,250** worth of **consultancy** which resulted in a further grant award of **£10k** for core cost



through the **data bank** partnership (a scheme aiming to reduce data poverty across the UK), we gifted **£1,100** worth of **data, minutes and texts** to our customers

we raised over **£13.5k** from our **contractors, suppliers & grants** to support our **winter campaign**



we achieved over **£258k** in **social value** through our **contractors & suppliers** which was ploughed back **into our neighbourhoods** to provide added value to the work we already do



**12** **contractors** contributed **£9,950** towards our annual **winter campaign**



Our colleagues and partners at the opening of the Jobs Plus pilot in Liverpool

# creating work opportunities



102  
last year



we supported  
**104**  
customers into  
work & training



we supported  
**13** move on  
fund applications  
for customers  
to access  
employment  
& training



we recruited  
**11** apprentices  
and partner  
Next Energy  
recruited **10**  
to support home  
improvements

Fatima Ali



Fatima was a safeguarding administrator in the NHS until she visited our Jobs Plus pilot in L8, for help in moving on and up in her career. The team helped Fatima to apply to a programme she never thought she would go for...

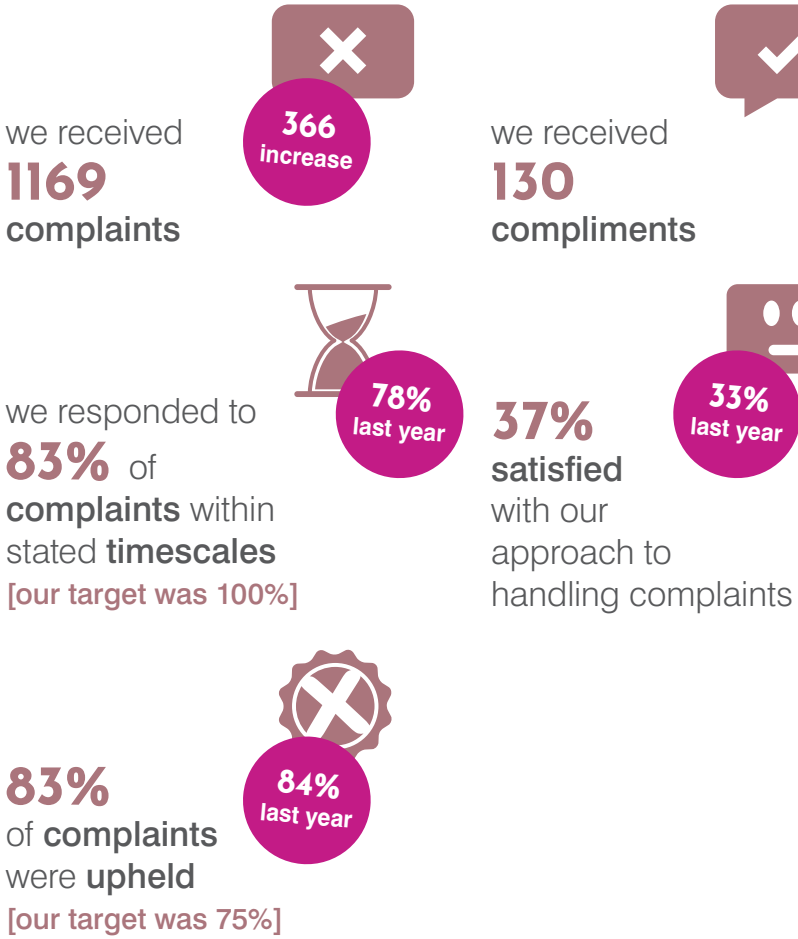
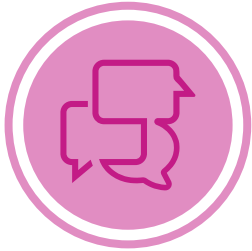
“You can go and get help with things that are stopping you getting access to the job market. It’s very useful and very valuable in that way. It has changed my future!”





Colleagues at an engagement event in Cheshire

# your feedback



# you said, we did

In 2024/25 we conducted 14 'you said, we did' consultations, speaking to more than 1,400 customers. We publish all these consultations on our website and you can look at them all by scanning the QR code.



Below are some of the highlights from a handful of the consultations where you can see what our customers said and what we have done as a result of this feedback...

## value for money

53% felt that your service charge for communal cleaning and grounds maintenance did not offer good value for money

you said

We made improvements and investments by investing in people and equipment. In 2025 we brought our in-house cleaning team in-house to give us more control over the service

we did

## office open times

1/3 of you would like the option of seeing us in an office if needed

you said

Atlantic Pavillion is open every day (for meetings by appointment) and from May 2025 we opened our Shepherds Mill Office every day too

we did

## communication

78% are happy with the information we prioritise for customers and 60% were interested in working with us to improve communications with customers

you said

In June 2025 we set up a customer group to support communications

we did

## review of the repairs policy

91% agreed categorisation for major repairs was correct

you said

85% of you would like to see the introduction of tea-time repair slots

Major repairs categorisation is now included in our policy

we did

We have been piloting an evening repair slot. Its success means we will roll it out further in 25/26

## review of whatsapp use

61% used our WhatsApp number because you felt it would get a faster response

you said

A priority alert for WhatsApp messages now helps us respond in one working day

we did

## communal cleaning

69% didn't know what tasks the cleaners are expected to do

you said

In May 2025 we added a general specification list on our website

we did





Our Customer Assurance Panel discussing challenges and progress

# customer voice



we received

**56**

recommendations from our **customers** for **service improvements**



we delivered

**14** consultations to seek the views of customers



we listened to

**1,425**

customers about the **service they received**



**286**

Plus Dane **Voices**

**new customers** joined **Plus Dane Voices** to give us regular **feedback** on our **services**



If you would like to join **Plus Dane Voices**, please **complete the form** on our website – just search 'Plus Dane Voices' or **scan the QR code**. Alternatively, you can call our Engagement Team on **0800 169 2988**.

For details on our **finances, aims and objectives**, visit [www.plusdane.co.uk/performance](http://www.plusdane.co.uk/performance) or **scan the QR code**

If you would like a copy of our annual report in an alternative format, please email us at [communications@plusdane.co.uk](mailto:communications@plusdane.co.uk)



Colleagues, Mayor of Knowsley and pupils from Holy Family Catholic Primary School at the opening of Arncliffe Gardens, Knowsley

Plus Dane Housing



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portal



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