

Plus Dane Housing

Annual Report

2025/26



Contents

Welcome	3
Our Tenant Satisfaction Measures	4
Our Repairs Service	5
Invest in Your Home	6
Keeping You Safe	7
Helping Customers into Homes	8
Your Feedback	8
Here When You Need Us	9
Supporting Communities	10
Anti-Social Behaviour	11
Working with Partners & Contractors	12
Creating Work Opportunities	13
Customer Voice	14
You Said, We Listened	15



Welcome

Welcome to our 2025/26 annual report, marking the year we celebrated 50 years of providing homes and services across Cheshire and Merseyside.

To recognise our legacy of social impact and celebrate this milestone with customers, we launched our Golden Community Impact Fund. We funded 57 projects delivered by, or for the benefit of, our customers and communities. These supported wellbeing, environmental improvements, community resilience, children and young people, and stronger communities. I'd like to thank everyone who got involved and made the fund so special. You can read more about the projects by scanning the QR code at the back of this report.

I am pleased to report that our performance has improved this year. Over the past three years, we have reviewed how we deliver services and listened to what matters most to customers. It is reassuring to see these changes improving the customer experience. All 12 perception-based tenant satisfaction measures have increased since last year, with overall satisfaction rising by 6% and satisfaction with repairs by 7.1%.

We are now beginning work on our new three-year corporate plan, setting out what we will deliver from 2027 to 2030. More than 2,000 customers have already shared their priorities. We will use this feedback to shape our future direction.

We know cost-of-living pressures continue to affect customers. In 2025/26 we helped more than 1,400 customers with welfare and financial support, securing over £2 million in additional income, and supported 1,800 customers through our annual winter campaign.

We invested £27.2 million in improving the quality and safety of our homes and continued work to make them warmer and more energy efficient. Securing external funding has helped us make our resources go further.

The shortage of available homes remains a challenge for us and the wider sector. We know some customers are living in homes that no longer meet their needs, but realistic opportunities to move are limited. To support investment in existing homes and build much-needed affordable homes, we agreed an additional £100 million in loans this year.

Ian Reed
Chief Executive



Our Finance

Income

Target 2025/26	Actual 2025/26	Last year
£100.5m	£100.1m	£101.4m



Operating surplus

Our income less the amount it costs to run our business.

Target 2025/26	Actual 2025/26	Last year
£20.9m	£22.4m	£21.0m



Operating margin

The surplus generated as a percentage of income.

Target 2025/26	Actual 2025/26	Last year
20.8%	22.4%	20.7%



Surplus after tax

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

Target 2025/26	Actual 2025/26	Last year
£2.3m	£5.2m	£4.0m



Where does each £1 of income go?

- Cost to run Plus Dane 38p
- Investment in homes 23p
- Building new homes 39p



Our Tenant Satisfaction Measures

SCAN THE
QR CODE TO
LEARN MORE



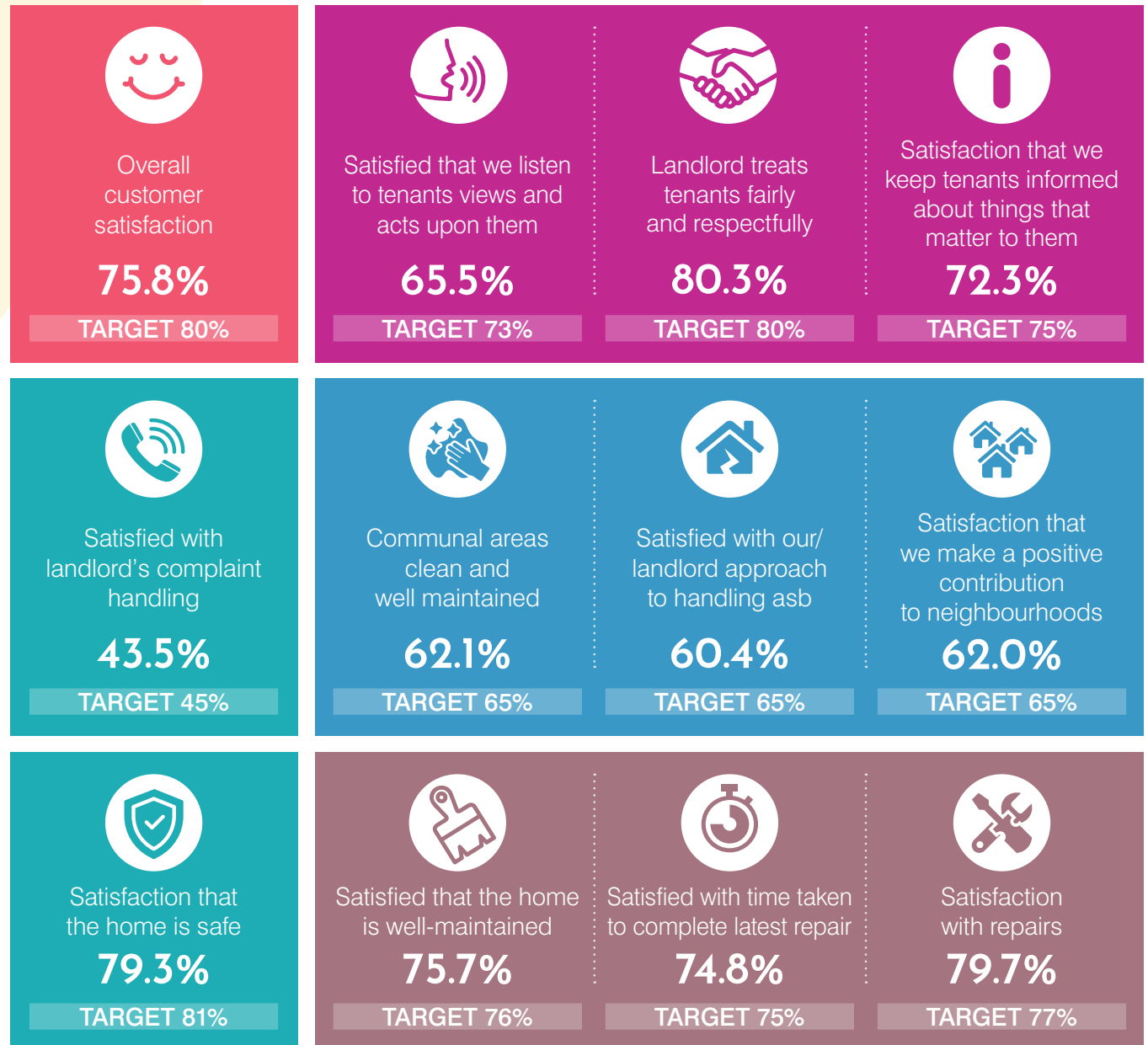
In 2023/24 the Regulator of Social Housing created a new system to see how well social housing landlords in England are doing at providing good quality homes and services.

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.

A key measure of our progress is how customers experience our services. Over the year, we have continued to strengthen how we listen and respond, using feedback to shape priorities and areas for improvement. We are pleased to see the resulting increase of 3.2% in overall satisfaction among our customers and improvements across all 12 Tenant Satisfaction Perception Measures.

While our performance still sits below the challenging targets set by our Board, our current performance puts us among the leaders in the sector, showing the investment we continue to make in homes and services is impacting how our customers feel about us.

You can see more details on all 26 TSMs on our website, which we update every quarter.



Our Repairs Service

Our repairs service has continued to see increased demand, delivering an additional 5,822 repairs compared with last year.

The changes we implemented last year have helped us to deliver improvements in how we deliver the service and our response times and this is reflected in our average time to complete a non-emergency repair, reducing from 35.1 days to 19.9 days and also increased satisfaction in our repairs service. Our aim is to improve this further, but we are pleased with this progress over the last 12 months.

Emergency repair performance remains strong with 99.5% of emergencies responded to within four hours, again an improvement on last year of almost 2.5%.

Our planned investment focus continues to be to make homes warmer and cheaper to run. There are government targets to meet in this area by 2030, and we continue to make good progress with the support of government funding. We completed Wave 2, of the Social Housing Decarbonisation Fund, fitting 812 homes with energy efficiency measures such as internal wall and loft insulation and solar panels. We also invested a further £1.2m in year one of the renamed Warm Homes: Social Housing Fund, with 63 homes either fully completed or at final sign-off stages during 2025/26. Feedback from the programme has been really positive with customers reporting their homes feeling warmer and heating up more quickly when using the heating.

While we narrowly missed our target for compliance with safety checks, the reason for this is challenges in getting into all homes, which we continue to work with customers on.



We completed
63,162
responsive repairs
in total

UP
5,822
on last year



99.5%
of **emergency repairs**
were attended
within 4 hours



On average it took us
19.9 days
to complete a **routine repair**
from the time it was reported
to us. That's an improvement
of more than two weeks on
last year.



We spent
£20.4m
on **repairs**
in total



87.8%
were satisfied with
our **repairs service**
Target **86%**



We received complaints about
1%
of **repairs**

Invest in Your Home



139
major
adaptations



811
new **boilers** and
heating systems



350
new
bathrooms



£26.9m
invested in
our homes



593
new
kitchens



99.8%
were satisfied
with planned
investment works



720
windows
& doors



345
rewires/communal
upgrades



298
new/repared
roofs



2,061
cyclical **decorations**
in homes



We improved the
energy efficiency (EPC)
of **373** homes





Keeping You Safe



100%
of gas safety checks
completed



100%
Fire Risk Assessments
[FRA] completed



99.9%
of our homes have a
carbon monoxide
detector installed



100%
asbestos surveys
completed



100%
lift safety checks
completed



100%
water safety checks
completed



99.9%
of our homes have
an electrical safety
certificate [EICR]

Patricia's Story

We teamed up with our partners at Making Space to create Wellbeing First, a new service to help Plus Dane customers in Cheshire who are in need of mental health support.

Meet our customer, Patricia. Wellbeing First supported Patricia throughout her battle with Stage 4 cancer.

Scan to hear Patricia's story.



Your Feedback



1,156
complaints
received

**DOWN
14**
on last year



43.5%
satisfied with
our approach to
handling complaints



95%
of complaints
responded to on time
Target was **100%**



118
compliments
received



77%
of complaints
were upheld
Target was **75%**

Helping Customers into Homes



62
brand new homes
built



693
existing homes
relet



69
new homes
let



22
customers helped into
home ownership



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**.

Here When You Need Us



Over **£2m** secured for our customers by our **welfare and financial support teams**



Nearly **1,400 customers** helped by our welfare and financial support teams



1,386 customers helped to improve their **health and wellbeing** through mental health support, befriending and community activities



1,800 customers supported through our annual **winter campaign**



763 customers in crisis received emergency **food and fuel provision** totalling over **£93.3k**



152 customers provided with **winter warmth items**



3,581 customers supported through our **one referral route**



100 customers helped by **Pocket Power** to save **£22.2k** on household bills like energy, water, broadband, and more



£23.2k in **financial gains** secured for **407** customers through our partnership with **Lightning Reach** and almost **£30k** in **unclaimed benefit entitlement**

Supporting Communities



32
community events
helped us connect with
local residents and
strengthen relationships



30
households supported
with **school uniforms**



25
community organisations funded with
£35.6k
to support customers
over the winter and
festive period



13
apprentices sustained
through procurement,
5
new **apprentices** and
2
new **jobs** created



£735k
in **financial gains**
to residents through
homelessness and
refugee support



422
hours **volunteered** by
colleagues in communities



68
customers received **digital support** and we donated
25
repurposed **digital devices** to support
digital inclusion



4
projects supported with
£27.3k
via our **social value fund**



57
50th Golden Communities Fund
projects totalling
£48.7k





Anti-Social Behaviour



417
ASB cases
managed

UP
9
on last year



9
cases were referred
for **mediation**



144
customers supported
who reported
domestic abuse



8
individuals were served
with **injunctions**



9
possession orders/
evictions

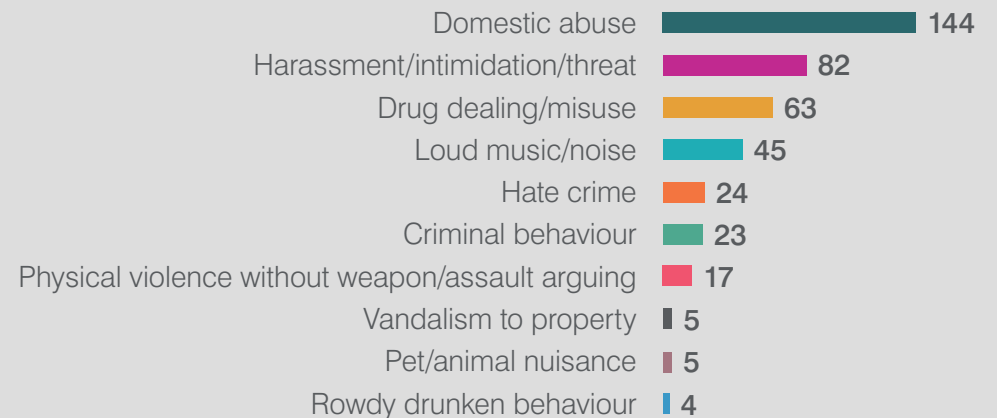


7
possession orders
secured and suspended



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

ASB case types



Working with Partners & Contractors



£2,280

worth of **data, minutes and texts** gifted to our customers through the Data Bank partnership



32

community events supported across our neighbourhoods with our partners



£15.8k

raised from

15

contractors, suppliers & grants to support our winter campaign



£39,984

in **energy vouchers** provided to

816

customers via **energy redress scheme**



£764.7k

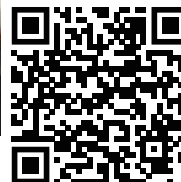
in **social value** achieved

JOE'S STORY

To celebrate 50 years of Plus Dane, we interviewed Joe, our longest-standing customer at Radleys Court - Plus Dane's first sheltered scheme.

Joe moved from a house with lots of stairs to a ground-floor flat in 1998.

Scan to hear Joe's story.





Creating Work Opportunities



We supported
126
customers into
work & training



We supported
36
Move On Fund
applications for
employment and
training worth
£5k



We recruited
6
apprentices and
through our partner
Next Energy we
sustained a further
12
to support home
improvements

Hamed's Story



Our Jobs Plus pilot in Liverpool 8 has helped more than 30 residents in Toxteth find work.

Meet Hamed, now a Jobs Plus Champion. A bike provided through the programme helped him get to training, and he's now on his way to his first job while encouraging his neighbours to get involved.

Scan to watch Hamed's story and hear the latest Jobs Plus update.



Customer Voice



We received
57
recommendations from
our customers for service
improvements



We listened to
1,288
customers about the
service they received



We delivered
13
consultations to seek
the views of customers



236
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 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



Plus Dane
voices

Find out more

For details on our **finances, aims and objectives**, visit 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



You Said, We Listened

In 2025/26 we conducted 9 'you said, we listened' consultations, speaking to more than 1,000 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...

Review of Plus Dane Voices

- **114** of you said you would be interested in joining other residents to improve how Plus Dane communicates with customers.
- ✓ We created a new Plus Dane Customer Communications Group. The group met 5 times in 25/26 and have already made suggestions and improvements to publications such as Unity magazine and our Annual Report.

Welfare Service Satisfaction Survey

- **90%** of you said you were satisfied or very satisfied with the support you received, but some customers felt that face-to-face contact could have made a difference to their experience.
- ✓ From October 2026 we will offer appointments in your preferred way e.g. Video call, Telephone, Face-to-face (at home or in an office).

Digital Notice Boards Survey

- **90%** of you have noticed the digital screen in your building and they are easy to notice, read and access, but that you would like more everyday information on the screens, such as local services.
- ✓ We are looking to add local news/weather this year to the screens and will continue to review the content and upload more everyday information in the future.

Help us improve rent payment - Allpay

- **95%** of you find the payment process easy, and 96% rate Allpay as a reliable system. Some of you suggested adding more ways to pay, such as Apple Pay or Google Pay.
- ✓ We are exploring new payment options such as Apple Pay and Google Pay to expand the ways you can pay and aim to have a decision on this by December 2026.



Take a look at our other reports

Community Impact Fund
2025/26



Environmental, Social and Governance
(ESG) Report 2026



Financial Statements
2026

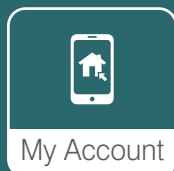


Online



plusdane.co.uk

Portal



My Account

Live Chat



Email



customer@plusdane.co.uk

WhatsApp



0151 351 4747

Face to Face



Phone



0800 169 2988