



# 2024-25

---

## Annual Report



[www.firstpriorityha.co.uk](http://www.firstpriorityha.co.uk)

# CONTENTS

---

| Section                         | Page number |
|---------------------------------|-------------|
| Background                      | 1           |
| .....                           |             |
| 2024-25 reflections             | 2           |
| .....                           |             |
| Introduction                    | 3           |
| .....                           |             |
| Financial performance 2024-25   | 4           |
| .....                           |             |
| Operational performance 2024-25 | 5-8         |
| .....                           |             |
| Feedback 2024-25                | 9           |
| .....                           |             |
| Looking ahead to 2025-26        | 7           |
| .....                           |             |
| Contact us                      | 8           |
| .....                           |             |



# OUR VALUES, YOUR SERVICES

---



We pride ourselves on ensuring that our values are at the **heart** of the services we deliver to customers. We take feedback from customers seriously, always looking to delivery good quality services to all.

## BACKGROUND

---

Each year we produce an Annual Report highlighting our performance across several key performance indicators. This report is published on our website and can be shared with our customers and partners.

We have taken great strides to bring much needed stability to the organisation. This work has been integral to our recent success. This has seen us continue to improve services to customers and is now also seeing us grow the organisation.

We are increasing the volume of specialised supported accommodation across the country.

The nation continues to experience a shortage of specialised supported accommodation. Our tenant groups are principally focused on learning disabilities and mental ill health. These are two areas where the shortage of good quality, available provision is having some of most adverse impacts on people and their health [1].

The work we do and the homes we provide have never been more important. We are proud of the role we are playing in tackling some of the most serious shortages of specialised supported housing.

Satisfaction levels among our tenants showed strong year-on-year performance.

[1] Learning Disability Today, "The current and future housing needs of people with learning disabilities", (August 2025)

# 2024-25 REFLECTIONS

---



*John Higgins, Chief Executive* 

First Priority Housing Association was established to provide vital and much-needed homes to adults with learning disabilities and mental ill health. Two groups of people that experience some of the highest shortages of suitable community-based provision.

We have experienced good growth across the year, providing more and more homes to vulnerable adults across England.

We are proud of the continued good work we have put in to ensure that tenants remain at the heart of everything we do.

2024-25 showed strong performance across the organisation. We rolled out the full use of Easy Read tenant satisfaction surveys for all tenants to participate in. We receive excellent levels of response and engagement. The satisfaction with the overall service provided by FPHA hit 90.3% (weighted average score with formal TSM collections in 2023).

We have ambitious plans to continue to expand the organisation and the number of directly employed colleagues. This is all about ensuring we have the correct knowledge, skills and resources to keep delivering good quality services to our tenants.



*Iain Sim, Board Chair* 

As a Board we are delighted to present the Annual Report for 2024-25. This has been a year of reflection, where we can see how far we have come as an organisation, since the Board were appointed in 2018.

We have maintained excellent levels of tenant satisfaction and have continued to grow the organisation in a sustainable way.

We are committed to continuing to drive the organisation forward. 2025-26 will see the recruitment of new Board Members, joining us to help deliver our future vision. We want to establish ourselves at the forefront of specialised supported housing in England.



# INTRODUCING FIRST PRIORITY HOUSING ASSOCIATION

---

First Priority Housing Association is a specialised supported housing provider for providing much-needed homes for people with learning disabilities and mental ill health. We are a lease-based provider, partnering with a range of superior landlords to provide more and more homes for those that need them.

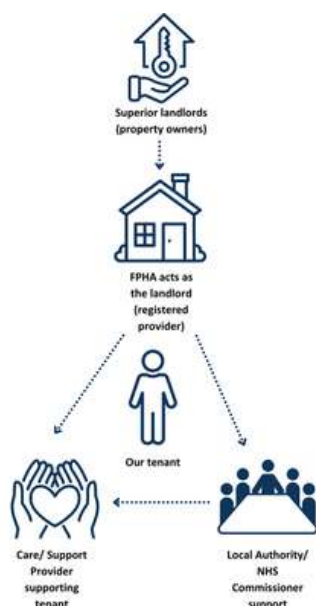
Our homes are located across England. We have continued to grow the number of homes we provide, working with local authorities and support providers.

We increased our number of bedspaces under our management by 61 in 2024-25.



## HOW WE WORK

---



We work in partnership with Commissioners from local authorities and the NHS across England to identify suitable tenants for our homes. All services we develop are done so with the support of Commissioners.

We then enter Service Level Contracts with Support Providers, again supported by Commissioners, who can provide the support needed by our tenants to live safely and happily in our homes.

We provide intensive housing management services to all tenants through our team of Regional Housing Officers (employed through our managing agent).

We also deliver Compliance (health and safety), repairs and maintenance services to properties. This helps to keep tenants safe and living in good quality, well maintained homes.

# FINANCIAL PERFORMANCE 2024-25

---

## Turnover

Our turnover increased by 40% in 2024-25 to £10.3m. This resulted in a surplus of £139k being generated for the organisation.



## Bed spaces

We grew by 61 bedspaces in the year. This growth is always achieved in a sustainable manner, with clear approval processes in place with our Board. We must always ensure that services to existing tenants are not impacted by our wider growth.



## Income

Rent collection increased significantly in 2024-25. This is the result of resolving several high value arrears cases with Housing Benefit departments. Overall this represented a 6.1% increase on 2023-24.



614  
bedspaces

£10.3m  
turnover

£139k  
surplus

99.8%  
rent  
collection



# OPERATIONAL PERFORMANCE 2024-25

## Repairs

Our repairs and maintenance service is delivered through our managing agent. Following the appointment of the Head of Operations in October 2023, a full review of the service was completed and presented to Board in April 2024. Recommendations from this review will help to improve the service delivered to tenants and partners.

Repairs remains the biggest driver for dissatisfaction among tenants and partners.



We have supported our managing agent and the Helpdesk team in being able to apply our Repairs Policy through staff training and stronger oversight of performance. This has resulted in some improvements in the number of repairs being delivered on time and a more even spread of repairs across the various categories we use. Prior to this, we were experiencing high volumes of urgent repairs that has been miscategorised.

The number of emergency repairs remains higher compared to our peers. Our properties typically accommodate tenants with more complex needs, which contributes to an increased volume of repairs and requests.

Improving our repairs service will be a priority in 2025-26.

|           | 2023-24 | 2024-25 | Target |
|-----------|---------|---------|--------|
| Emergency | 96.6%   | 97.89%  | 100%   |
| Urgent    | 98.4%   | 98.33%  | 97.5%  |
| Reactive  | 93.3%   | 96.99%  | 100%   |
| Planned   | 100%    | 96.53%  | 100%   |

# OPERATIONAL PERFORMANCE 2024-25

---

## Compliance

We take the health and safety of our tenants very seriously. As such, we adopt a risk averse stance. We go above and beyond the minimum statutory requirement. This reflects the needs of our tenants.

The day-to-day Compliance service is delivered through our managing agent, but is overseen by FPHA.

We receive third party assurance on all Compliance performance from an external third party consultant, who specialises in this area. We conduct monthly reviews to confirm our Compliance position.

Performance for 2024-25 has remained strong, but we will continue to strive for improvements. During the year there were issues with contractors completing the assessments. This impacted both Fire Risk Assessments and Legionella Risk Assessments. This situation has now been addressed. Our managing agent have expanded the network of specialist contractors available to complete the inspections.

There can also be occasions where gaining access to complete assessments can be challenging due to the nature of our tenant base. Visits to more complex cases involve more planning and may not always go ahead as expected. To address this, we have created a more robust no access procedure and there is weekly monitoring of all Compliance activity.

The remaining outstanding assessments have now been completed.

|             | 2023-24 | 2024-25 | Target |
|-------------|---------|---------|--------|
| Fire        | 96.7%   | 96.8%   | 100%   |
| Gas         | 98%     | 99.5%   | 100%   |
| Water       | 99%     | 98.4%   | 100%   |
| Asbestos    | 100%    | 100%    | 100%   |
| Electricity | 99.2%   | 99.6%   | 100%   |



# OPERATIONAL PERFORMANCE 2024-25

## Occupancy

2024-25 saw an improvement in the percentage of our bedspaces that are occupied. However, we were not able to achieve our target of 87.5% of all bedspaces being occupied.

Some of this can be attributed to the volume of new business we have taken into management, some of which is in larger properties that have longer lead times to fill completely.



We are offering more support to Support Providers to generate referrals for new tenants from local authorities and NHS Commissioners. This includes considering improvements to wholly void properties to make them more appealing to new tenant groups, with particular needs.

We have introduced more robust operational reporting, with weekly monitoring of occupancy levels and a monthly review of all current voids.

We are working on behalf of our landlord partners to review wholly void properties. This is part of disposal strategies, where there are properties that are no longer deemed suitable for specialised supported accommodation. This work has been well received by landlords.

We will continue to evolve our approach to occupancy in 2025-26. This will be a key component of our planned review of the Intensive Housing Management service currently provided by our managing agent.

|                 | 2023-24 | 2024-25 | Target |
|-----------------|---------|---------|--------|
| Occupancy       | 82.4%   | 84.7%   | 87.5%  |
| Unlettable beds | 40      | 49      | 0      |

# OPERATIONAL PERFORMANCE 2024-25

---

## Intensive Housing Management

We deliver an Intensive Housing Management service to all tenants. This helps to ensure that tenants are able to sustain their tenancies. We visit all properties every 6-8 weeks as a minimum standard.

We also complete regular calls with Support Providers at our properties every 4 weeks to ensure we are kept abreast of any changes in the needs of our tenants or any new issues at the properties.

We have a team of Housing Officers and Regional Housing Managers employed through our managing agent that complete this work for us.

In 2025-26 we are looking forward to the introduction of a new Housing Management system that can better support colleagues in administering the housing management service and improve the reporting available on our tenants.

## Performance in 2024-25

122  
new tenant  
referrals

109  
new tenants  
signed up

789  
property  
inspections  
completed

45  
tenancy  
terminations



# FEEDBACK 2024-25

---

## Complaints Management

As a registered provider, we are members of the Housing Ombudsman's Complaint Handling Code. Our Complaints Policy and process have been developed in accordance with the standards set out in the Code. In our annual self-assessment, we reported full compliance with the Code.

We encourage feedback in all forms and pay particular attention to learning from complaints. Complaints are often submitted on behalf of tenants by appointees and Support Workers, as tenants are not always able to do this for themselves.

### 2024-25 in numbers:

17  
Stage 1  
complaints  
received

0  
Stage 2  
complaints  
received

89.47%  
of complaints  
on time

0  
Housing  
Ombudsman  
cases

Each year we produce an Annual Complaints Handling and Service Improvement report in accordance with the requirements set out by the Housing Ombudsman. This sets out the key learning from complaints and any plans we have to continually improve the service delivered to tenants.

## Feedback

We completed our formal Tenant Satisfaction Measure collection in 2023, with the next repeat of this scheduled for 2025-26.

This year we rolled out the use of Easy Read Tenant Satisfaction Measure surveys. We aimed to offer all tenants at least one opportunity in the year to participate in the surveys.

### Highlights:

92.57%  
of tenants  
surveyed

93.53%  
overall  
satisfaction  
with service

90.20%  
satisfaction  
with the  
repairs service

Provide feedback at [www.firstpriorityha.co.uk/complaints-feedback](http://www.firstpriorityha.co.uk/complaints-feedback)

# LOOKING AHEAD TO 2025-26

---

We are always looking for opportunities to keep improving our services to tenants.

We have ambitious plans to continue to grow in a sustainable way, that ensures that services to existing tenants are maintained to a high standard.

In 2025-26 we will aim to:



## Housing Management Review

We will complete our review of the Intensive Housing Management service which was postponed from 2024-25 as we prioritised the improvements required within the Repairs and Compliance services.



## Repairs and Maintenance improvements

We will work with our managing agent to encourage the adoption of the Repairs review recommendations, as they have not been fully implemented.



## Tenant feedback

We will complete the formal Tenant Satisfaction Measure exercise in accordance with the Regulator of Social Housing requirements.



## Growth

We want to continue to grow the organisation and the number of bedspaces under our management. This will be done strategically, with opportunities already emerging to grow with existing landlord partners who are happy with the service we have been providing.



## Resources

It is our ambition to keep growing our directly employed team. This will include the recruitment of a new Head of Property Services and a Senior Housing Manager.

This will strengthen how we monitor our operations.

# GETTING IN TOUCH

---



0333 3440 911



[info@firstpriorityha.co.uk](mailto:info@firstpriorityha.co.uk)



[www.firstpriorityha.co.uk](http://www.firstpriorityha.co.uk)



**First Priority Housing Association**  
Plateworks House  
Coal Road  
Leeds  
LS14 2AL



[www.firstpriorityha.co.uk](http://www.firstpriorityha.co.uk)