



trust

Affordable homes.
Exceptional care.

How we're performing

Performance review 2024/25





Affordable homes.
Exceptional care.

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Introduction



A very warm welcome to our 2024/25 Annual Performance Report. As we reflect on the past year, I am proud to share our achievements and progress, which demonstrate our unwavering commitment to our customers, colleagues, and communities. Despite the ongoing challenges presented by the cost-of-living crisis, our focus has remained firmly on supporting our customers by delivering high-quality, affordable homes and services.

Supporting Our Customers

This year, we have continued to prioritise the wellbeing of our customers. Recognising the pressures many are facing, we allocated a hardship fund of £70,000 and secured an additional £4 million in welfare benefit

income for our customers. Through strong partnerships, we also raised £127,000 for our hardship fund and distributed £1,500 in supermarket vouchers to customers in our Later Living developments. These efforts have helped to ease financial burdens and ensure our support reaches those who need it most.

Investing in Our Homes

Over the past year, we invested £4.5 million in upgrades, including the installation of 93 new windows and doors, 64 kitchens, 58 bathrooms, and 345 smart heating controls. Our major retrofit programme on the Isle of Arran saw 252 homes upgraded from EPC Bands D-F to Band B, significantly reducing energy costs and carbon emissions. We also completed 175 medical adaptations, enabling customers to live safely and comfortably in their own homes.

Leading on Environmental Sustainability

Environmental sustainability continues to be at the heart of our work. The Arran retrofit programme, delivered in partnership with Green Home Systems and Sidey, invested over £3 million to upgrade homes through a range of improvements including, new windows and doors, insulation upgrades, high heat retention storage heaters, solar PV systems, battery storage, air source heat pumps installations, and improved ventilation systems. All 252 homes now meet EPC Band B, making them warmer and more affordable to heat. Building on this success, we are planning further upgrades across 275 homes in the North and West of the country. Our investment in smart heating controls, low-energy lighting, and upgraded fire alarms in communal areas supports our drive towards a greener, safer future.

Growing Our Organisation

Growth continues to be a strategic priority for Trust as we near the end of our 'Time is Now' strategy and prepare for the future. Over the past year, we have expanded our housing portfolio through a combination of stock acquisitions and new build developments. Our award-winning Langlands development in Govan delivered 46 new homes and was recognised as Small Social Housing Development of the Year at the Scottish Home Awards.

We are also progressing with our Reema Road development in Bellshill, which will provide 48 new social rented homes in phases between Spring and Autumn 2026. In addition to these larger projects, we are due to complete handover of 5 new amenity flats in Milngavie town centre in November 2025 and over the past 12 months have acquired a further 9 individual homes to bring more homes into the social rented sector, supported by significant levels of government grant funding. These efforts reflect our commitment to meeting housing demand and providing high-quality, affordable homes for our communities.

Embracing Digital Transformation

We have made significant strides in our digital journey, enhancing accessibility and efficiency for customers and colleagues. The launch of our new Customer Relationship Management (CRM) system in January 2025 has improved response times and enquiry tracking. Our MyTrust Customer Portal, introduced in March 2025, empowers customers to report repairs, apply for housing, and pay rent online at their convenience. We are also digitising our personal planning in our Later Living developments, with 12 developments

already live and more to follow. Automation of surveys and communications has made it easier to gather feedback and act on improvements. Our HR system enhancements, including a new recruitment and onboarding module, are helping us attract and retain talented colleagues.

Delivering Strong Performance

Despite the challenges faced throughout the year, we are proud to have delivered strong performance across key service areas. Our teams have worked tirelessly to meet and exceed our targets, ensuring that our customers continue to receive high-quality services. The Annual Performance Report will highlight the specific areas that matter most to our customers— from repairs and lettings to rent management and customer engagement—providing a clearer picture of how we are delivering on our commitments.

Looking Ahead

As we look to the future, our focus remains on delivering for our customers, investing in our homes, leading on sustainability, and building on the strong foundations we have established.

In addition, we will be conducting a full customer satisfaction survey during 2025/26, and I look forward to sharing the results with you later this year. Your feedback is invaluable in helping us shape our services and ensure we continue to meet the needs of our current and future customers.

Rhona McLeod
Chief Executive



About this report

The main purpose of this report is to provide information on how Trust has performed during 2024/25 against a selection of the Scottish Social Housing Charter performance indicators. The report allows you to compare our performance against the previous year and against the Scottish average.

What is the Scottish Social housing Charter?

The Charter was introduced by the Scottish Government in March 2012 and sets out the standards and outcomes that all social landlords in Scotland should aim to achieve when performing their everyday housing activities.

You can find out more about the Scottish Social Housing Charter and how we have performed against all the Charter indicators, and how we compare against all other Scottish social landlords at the Scottish Housing Regulator's website – www.scottishhousingregulator.gov.uk

How do we assess our performance against the Charter?

The report relates to the financial year 2024/25 (1st April 2024 to 31st March 2025). We've grouped our results into five key themes:

1. Our relationship with you
2. Your home
3. Your tenancy
4. Your community
5. Your rent.

In the report we compare our performance in two different ways:



1. Comparison against previous years

We highlight our 2024/25 performance against our 2023/24 results so that you can see if we have improved since last year.



2. External comparison

We compare our performance against the Scottish average (an average taken across the results of all the other registered social landlords including local authorities).

Performance results at a glance

	81% customers satisfied with the overall service provided by Trust	82% of tenants feel Trust is good at keeping them informed	84% of tenants are satisfied with the quality of their home
	85 days taken, on average, to re-let each property	2% gross rent arrears	89% of new tenancies sustained for more than 1 year
	93% of reactive repairs completed 'right first time'	2.1 hours taken, on average to complete emergency repairs	5.5 days taken, on average to complete non-emergency repairs
	3.3 days taken, on average to resolve Stage 1 complaints	19.9 days taken, on average to resolve Stage 2 complaints	99% of anti-social behaviour cases reported in the last year were resolved

Customer Satisfaction

A number of the Charter performance indicators relate to customer satisfaction. The results for these come from our Customer Satisfaction Survey, which we are required to complete at least every three years. Our last survey was undertaken in 2022/23 and the results for these indicators remain unchanged from last year's report. We will undertake a new customer satisfaction survey during 2025/26.

From the most recent survey completed in 2022/23, all customers were given the opportunity to participate with 1,421 completing the survey (40% of all customers).



1. Our relationship with you

We are a very people-focussed business and the relationship we have with our customers is our number one priority.

81% of customers are satisfied with the **overall service provided by Trust.**

(81% 23/24)
(87% Scot. Avg)

3.3 days taken, on average, to **resolve a Stage 1 complaint***1.

(3.2 days 23/24)
(5 days Scot. Avg)

19.9 days taken, on average, to **resolve a Stage 2 complaint***1.

(16.6 days 23/24)
(19 days Scot. Avg)

	2024/25	2023/24	2024/25 Scottish Average
% of customers who are satisfied with the opportunities given to participate in Trust's decision making process	63%	63%	86%
% of customers who feel that their landlord is good at keeping them informed about services and decisions	82%	82%	90%
% of customers who feel they receive support that promotes identity, independence, dignity and choice	79%	79%	N/A

*1 We follow a two-stage complaints process. Stage 1 covers more straightforward complaints and Stage 2 is generally more complex. We follow SPSO guidance and aim to resolve Stage 1 complaints within 5 working days and Stage 2 complaints within 20 working days.

2. Our Care Inspectorate Grading

During 2024/25 one of our five Care and Support service branches were inspected in line with the Care Inspectorate's Quality Indicator Framework. Here is a breakdown of how we did:

Key Question 1 - How well do we support people's wellbeing?

1.1: People experience compassion, dignity and respect. Graded as 5 - Very Good	1.2: People get the most out of life. Graded as 5 - Very Good	1.3: People's health and wellbeing benefits from their care and support. Graded as 5 - Very Good
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Key Question 2 - How good is our leadership?

2.2: Quality assurance and improvement is led well. Graded as 4 - Good
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Key Question 3 - How good is our staff team?

3.1: Staff have been recruited well. Graded as 5 - Very Good	3.2: Staff have the right knowledge, competence and development to care for and support people. Graded as 5 - Very Good	3.3: Staffing arrangements are right and staff work well together. Graded as 5 - Very Good
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Note: Key Question 4 (the setting) is not currently assessed for our type of services.

Key Question 5 - How well is our care and support planned?

5.1: Assessment and personal planning reflects people's outcomes and wishes. Graded as 5 - Very Good
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The inspector also commented: "People and their family representatives consistently highlighted effective relationship building as a key element in the provision of very good care. It was clear this focus encouraged positive engagement, helping people achieve positive outcomes and get the most from their support."

3. Your home



We care about the quality of your home and we invest in all our homes every year through our annual investment programme to make sure, as a minimum, they meet the Scottish Housing Quality Standard (SHQS).

2.1 hours taken, on average, to complete emergency repairs. (2.8 hours 23/24) (3.9 hours Scot. Avg)	5.5 days taken, on average, to complete non-emergency repairs. (5.7 days 23/24) (9 days Scot. Avg)	93% of reactive repairs completed right first time. (92% 23/24) (88% Scot. Avg)
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	2024/25	2023/24	2024/25 Scottish Average
% of customers satisfied with the quality of their home	84%	84%	85%
Average number of days taken to complete approved medical adaptations	113	106	44
% of customers satisfied with the repairs & maintenance service	86%	86%	87%



4. Your tenancy

We aim to let our vacant homes to the right applicant, at the right time, in the right condition, as quickly as possible.

85 days taken, on average, **to re-let each property.**

(86 days 23/24)
(61 days Scot. Avg)

89% of tenancies sustained for more than 1 year.

(87% 23/24)
(92% Scot. Avg)



	2024/25	2023/24	2024/25 Scottish Average
Rent collected as percentage of total rent due in the reporting year	101%	101%	100%
% of lettable stock that became vacant in the last year	13%	13%	7%
Number of lets made during the reporting year	588	490	N/A

5. Your community



We know from your feedback that feeling safe and secure in your home and community is vitally important to you.

99% of anti social behaviour cases reported in the last year were resolved.

(98% 23/24)
(94% Scot. Avg)

	2024/25	2023/24	2024/25 Scottish Average
% of customers satisfied with the management of the neighbourhood*2 they live in	77%	77%	84%
Anti social behaviour cases per 100 homes	4	6	7
% of customers who feel safe and secure in their own home	92%	92%	N/A

*2 Your neighbourhood is the buildings, grounds and other areas Trust has responsibility for.

6. Your rent



We aim to provide the best possible value for money to all our tenants and keep your rents affordable.

2% gross rent arrears (2.2% 23/24) (6.2% Scot. Avg)	2.9% of rent lost due to empty properties (4% 23/24) (1.3% Scot. Avg)
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	2024/25	2023/24	2024/25 Scottish Average
% of customers who feel that the rent they pay is value for money	75%	75%	82%
% average weekly rent increase to be applied next year	4.8%	7.4%	4.7%

The report is digital by standard in order to provide value for money for tenants and reduce our impact on the environment. However, if you would like a paper copy of the report or in a different language or format, please contact our Business Support Team on the details below.

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- By email: info@trusha.org.uk
- By phone: 0131 444 1200
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