

# ANNUAL TENANT REPORT

2024-2025



Our **vision** and **values** underpin everything we are at FHA.

## Our vision

To provide the people we support with a home for life so they can live as independently as possible in a safe and supportive environment



# Our values

## OUR VALUES

The FHA team have **HEART** and ensure that our tenants are placed firmly at the

**HEART**   
of everything we do



### HONESTY

**We:**

- Acknowledge mistakes, fix them, and learn from them
- Show transparency in everything we do
- Do what we say we will do



### EMPATHY

**We:**

- Care about, our tenants, colleagues, and partners
- Understand what matters to our tenants, colleagues, and partners



### ACCOUNTABLE

**We:**

- Build strong and trusted partnerships
- Deliver value for money (VFM)
- Do not hide from our responsibilities, as individuals, a team or a landlord



### RESPECT

**We:**

- Treat everyone with respect and dignity
- Value diversity
- Put tenants at the **HEART** of everything we do
- Share and celebrate positive changes in our tenants' lives



### TEAMWORK

**We:**

- Are one team
- Share goals, targets, objectives, and ambitions both internally and externally
- Are committed to delivery of our business strategy
- Make a difference

# STRATEGIC OBJECTIVES 2024- 2027



Delivering a great  
tenant experience



Maximising  
occupancy



Operational  
efficiency



Achieving  
best practise



Making quality  
investments



Delivering high standards  
of health and safety  
compliance

# Welcome from Sharon Bannister Scollen, Chief Executive



"Welcome to Falcon Housing Association's Annual Tenants Report 2024 - 2025, we hope you enjoy reading about what we've been doing and what our plans are over the next year."

In creating this report, FHA have taken the opportunity to reflect on what we have achieved throughout 2024 – 2025 and look to build on this throughout 2025 – 2026 always looking at where we aim to be in 1, 3 and 5-years' time.

We have consulted with staff, our tenants, and other partners, in order that we can deliver continuous improvements that puts our Tenants at the HEART of everything we do. This includes treating everyone with respect, dignity and actively supporting equality and diversity.

Over the last 12 months we have been making significant changes to strengthening partnership relationships, with head landlords, high performing care providers, health authority commissioning teams, contractors, registered providers and other third parties within the sector. This enables FHA to strengthen our organisation, improve services and service delivery to our tenants, work to ensure our tenants gain VFM through the best tariffs for utilities and ensure that our homes are fit for purpose and the right fit for our tenants.

FHA remains firmly focused on getting the basics right and that includes listening more to the views of Tenants and our partners.

The Regulator of Social Housing introduced Tenant Satisfaction Measures (TSM's), to ensure housing providers are held to account for their actions and to give tenants greater visibility of their performance. The TSM's are 22 measures that all housing associations must measure and report on, split into 2 parts, 10 performance measures and 12 customer perception survey measures. Future successes will be reliant on making progress in identified areas that require strengthening, using our tenants' views to improve the services we provide and deliver. FHA results can be found here: [\*\*FHA-Tenant-Satisfaction-Measures-2023-2024-Publication.pdf\*\*](#)

FHA will continue to invest in existing homes to maintain standards, transform our business to ensure that it remains focused on our tenants and that their voices are heard and acted upon. We are proud of the work that FHA does and the opportunities that it has provided for tenants who need a home with support to help them live independently.

## Continued

Health, safety and compliance remains one of FHA key focuses, we have spent circa £691k this year making sure all safety compliance work has been completed, this will continue year on year.

We are listening to tenants through various channels. Our “Hear Our Thoughts” initiative encourages tenants to feedback on services delivered to them by the FHA Team. FHA want to hear what you think about your home and the services FHA deliver to you. This will ensure we know what we need to focus on and prioritise. We want to hear as many voices as possible, so tenants and/or their appointees have louder voices and become more involved in the services FHA delivers.

At FHA, we are committed to maintaining safe, secure, and well-managed homes and environments for our tenants, staff, and partners and as part of this commitment, we have introduced a new initiative “Eyes Wide Open”. Eyes Wide Open encourages all staff, contractors, and partners to remain vigilant, actively looking out for issues that may pose a risk to safety, quality or service delivery.

This approach is not about blame, it’s about encouraging professional curiosity and building an interdependent culture, where our staff feel empowered to act including challenge and support, so that everyone plays their part in safeguarding our tenants, people, our properties and our reputation. By keeping our Eyes Wide Open, we can work together to identify and address issues early, reduce risk, and continuously improve the services we provide.

Whilst FHA acknowledge that our plans are challenging in terms of where we want to be and how we plan to get there, we are confident with the continued support of our tenants alongside the commitment of an excellent team, a strong Board, and a partnership approach, we will deliver our objectives and continue to make a difference to many people’s lives.

We hope you enjoy reading our report.

Thank you

*Sharon Bannister Scollen*

Sharon Bannister Scollen  
Chief Executive

Welcome  
from Sharon  
Bannister Scollen,  
Chief Executive



# ABOUT FHA

FHA recognise the need for specialist supported accommodation with wrap around care and support to enable vulnerable adults to live more independently, in their own home, in their own community and who would otherwise have difficulty finding a home elsewhere.

As a Registered Provider of Specialist Supported Housing (SSH), we are a regulated body, regulated by the Regulator of Social Housing (RSH). This ensures that standards are set, monitored, and maintained.

Our housing management goes above what traditional landlords do, ensuring that when tenants have challenging behaviours, we can work with partners to ensure that the tenancy remains sustainable, and the support needed is provided. Through our work we maximise the independence of our tenants and provide them with comfort, safety, and support.

“To provide the people we support with a home for life or for as long as tenants need our services so they can live as independently as possible in a safe and supportive environment.”



# OUR TEAM

The FHA team are the core of our business; their dedication and hard work enables us to continue to support our tenants to lead independent lives. All staff and members of the FHA Board are passionate about what we do and the difference we make in delivering a positive impact on our tenants' lives.

FHA have a motivated team of 19 employees, with other key support services coming from external partners, e.g. Information Technology support, Human Resources, Payroll, Health and Safety and Fire Safety, etc.

# OUR BOARD

The FHA Board make strategic decisions and monitor risks and business plans to ensure our performance continues to improve and deliver better outcomes for our tenants.





# 2020 NATIONAL HOUSING CODE OF GOVERNANCE

This Code sets standards for delivering good governance and board excellence. FHA, along with external support, has assessed itself as compliant against the 2020 NHF code of Governance.

## FHA - COMMITMENT AND PROGRESS IN REGULATORY JOURNEY

Falcon Housing Association C.I.C. (FHA) has demonstrated exceptional resilience, professionalism, and dedication following the receipt of a Regulatory Notice from the Regulator of Social Housing (RSH) in November 2021. The notice highlighted areas requiring improvement, and since then, FHA has responded with unwavering focus and a firm commitment to achieving the highest standards in governance, compliance, and service delivery.

Over the past three years, FHA has adopted a proactive and transparent approach, investing in people, systems, and partnerships to strengthen its operations and deliver meaningful change. By embracing regulatory feedback, the organisation has implemented a series of strategic improvements that reflect both its values and its ambition to provide safe, secure, and high-quality housing and care services.

FHA's response has been distinctive, not only in its professionalism but in the passionate and innovative way the organisation has engaged with the challenges. With a clear vision and a strong leadership team, the association has worked collaboratively across

all levels of the organisation to drive progress and demonstrate accountability.

In April 2025, FHA formally submitted a request to the RSH for reconsideration of the regulatory notice. This marks a significant milestone in the organisation's journey, one built on evidence, action, and a shared determination to move forward.

A positive outcome would represent more than just regulatory recognition; it would be a testament to the hard work and dedication of FHA's staff, the unwavering trust of its tenants, and the strength of its partnerships. It would affirm FHA's continued evolution into a resilient, responsive, and tenant-centred organisation, well-positioned for the future.

While awaiting the RSH's feedback, FHA remains focused on continuous improvement, transparency, and delivering outstanding value and care to those it serves. Whatever the outcome, the journey so far reflects an organisation that not only listens, but learns, adapts, and leads with purpose.

TURNOVER  
**£20,358,200**

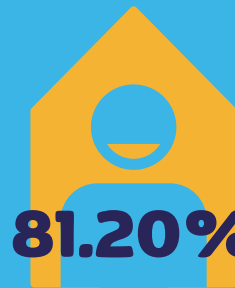
TOTAL RENT  
COLLECTED  
**£17,551,030**



Properties



Tenants



Occupancy



New tenants

There were 464 Property Audits completed during 2024 – 2025. These audits are completed by our housing team and involve an extensive range of checks, designed to ensure that our properties are managed and maintained to a high standard, to ensure our tenants are provided with high quality safe housing.



**4046** Number of  
reactive repairs

**3608** Completed  
on time

**£471** Average  
Cost of job

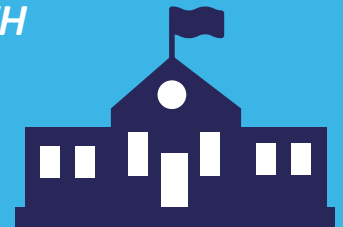
## PERFORMANCE HIGHLIGHTS

	Gas Certificates	100%
	Electric Certificates	100%
	Asbestos	100%
	Legionella	100%
	Fire Risk Assessments	100%
	EPC	100%
	Lift Servicing	100%

WE PARTNERED  
WITH **3**  
NEW CARE  
PROVIDERS



WE WORK WITH  
**75**  
LOCAL  
AUTHORITIES.



WE HAVE  
**14**  
APPROVED  
CONTRACTORS



# COMPLIANCE

We have completed the following H&S compliance checks:



**158**  
BOILER SERVICE



**220**  
GAS SERVICE



**338**  
FIRE DETECTION



**178**  
EMERGENCY LIGHTING



**226**  
FIRE RISK ASSESSMENTS



**52**  
LIFT SERVICE/LOLERS



**128**  
LEGIONELLA RISK  
ASSESSMENTS

We recognise the partnership working of care providers and contractors to enable access ensuring we complete inspections and services within target and keep residents and staff safe.

# WHERE WE WORK AND HOW WE OPERATE

The map shows the extent of our geographical coverage.

\*Our Head Office is in Durham.

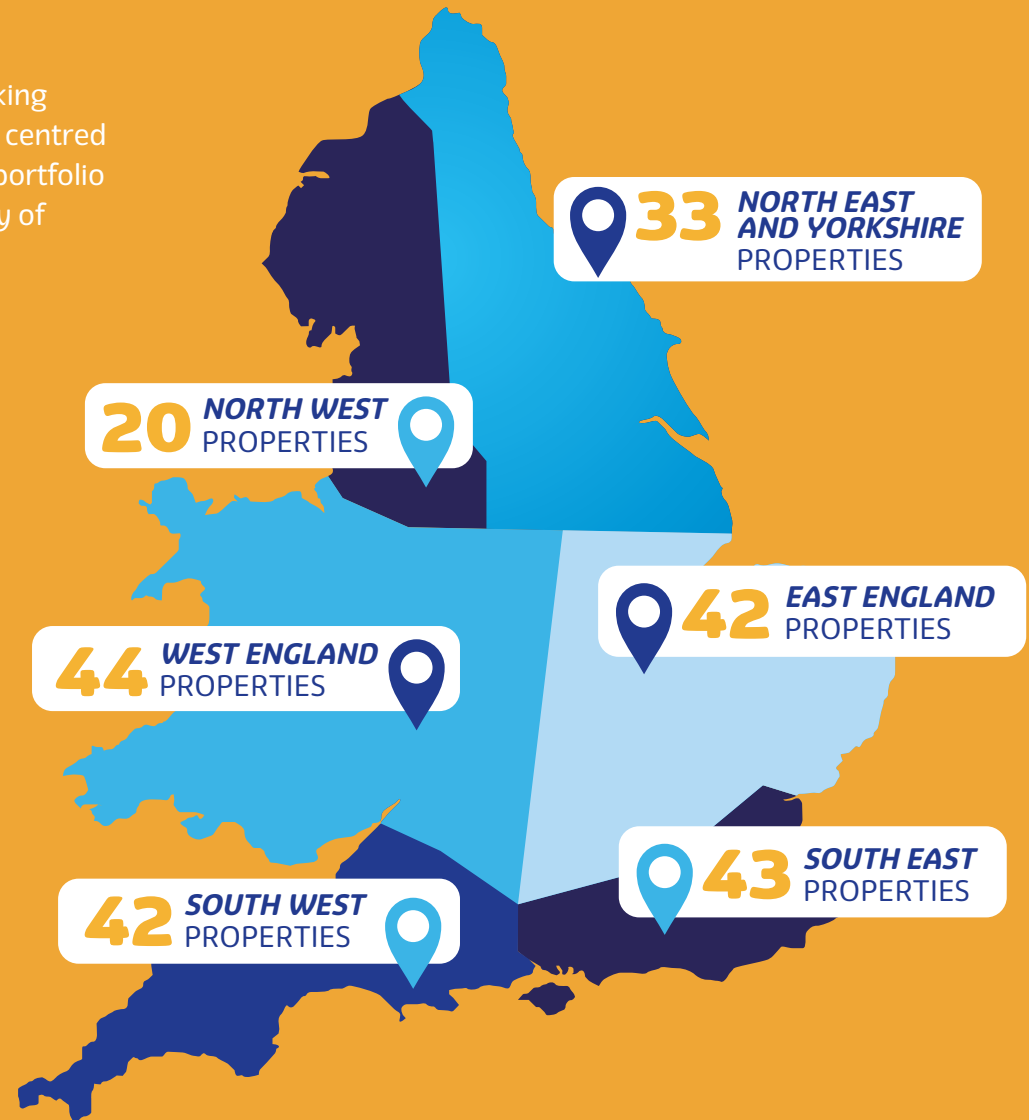
Our housing team cover regional geographical areas and play a vital role in working closely with tenants, from sign up and throughout the tenancy creating a tenant centred approach. This year we have seen the growth of the housing team to decrease portfolio sizes, which will enable the housing team to strengthen and increase the delivery of enhanced and intensive housing management services.

***"Nothing is too much trouble".***

***"Happy, professional and smiling".***

***"Professional, helpful and supportive".***

***"Always happy to sit down and listen".***



# CREATING AN EXCEPTIONAL TENANT EXPERIENCE

Delivering a high-quality tenant experience is central to everything we do. Our ambition is to create not only safe, affordable housing but places where people feel heard, respected, and part of a community. Tenant satisfaction is a core measure of our success, and we remain committed to providing responsive, personalised services that meet the evolving needs of those we serve.

We are embedding a tenant-first culture across FHA, one that prioritises operational excellence, authentic engagement, and continuous improvement.

## Key Success Measures Include:

- ✓ Resolving tenant enquiries effectively at the first point of contact
- ✓ Enhancing FHA's visibility and reputation within our communities and among partners
- ✓ Achieving top quartile results for tenant satisfaction
- ✓ Our tenant newsletter – HOT Off the Press
- ✓ A Tenant Panel – Hear Our Thoughts
- ✓ Expanding and refining our repairs and compliance service through the Customer Services Hub
- ✓ Creating alternative payment collection method by introducing direct debits, creating both cash and non-cashable savings
- ✓ Ensuring full compliance with the RSH Standards including new Consumer Standards



Home isn't just about bricks and mortar or pristine interiors. For many, it's a feeling, a sense of belonging. At FHA, we believe home is where tenants feel truly understood, valued, and accepted."



I love it here. I  
thought there  
was no place for  
me, now I know  
there is



Our tenants  
come from diverse  
backgrounds and  
experiences, but one  
common thread unites  
them all: every decision at  
FHA is made with them  
at the heart.

# CHAMPIONING TENANT INVOLVEMENT

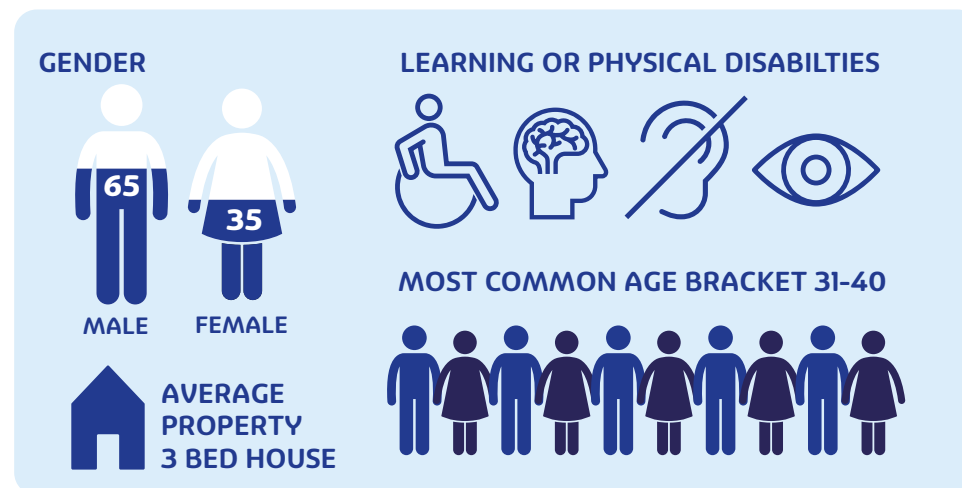
We are continuously evolving our services to reflect tenant priorities. Meaningful involvement is not a tick-box exercise, it is integral to our decision-making. We listen. We act. We improve.

## RECENT HIGHLIGHTS OF OUR TENANT-FOCUSED APPROACH:

- ✓ Strengthened our in-house Customer Services Hub to manage reactive repairs and compliance through a dedicated client-contractor model
- ✓ Restructured operational delivery through enhanced geographical coverage
- ✓ Participated in the Tenant Satisfaction Measures (TSM) pilot for small housing associations, supporting compliance with the Regulator of Social Housing's revised Consumer Standards
- ✓ Promoted transparent dialogue through our "You Said, We're Doing" initiative to act on tenant feedback
- ✓ Completed key retrofit works as part of our commitment to achieving Net Zero
- ✓ Brought together staff across FHA for our annual conference to celebrate successes and reaffirm our collective commitment to tenant service excellence

## LOOKING AHEAD

FHA remains steadfast in our mission to enable tenants to live independently, confidently, and securely in homes and communities that support their wellbeing. Our teams will continue to place tenants at the centre of everything we do, because to us, that's what home truly means.



We put in the last report that the average age is 18-30 however I think this is actually the most common age bracket rather than the average as this year the average age is 43 and the most common age bracket is 31-40

Age rating	Percentage
18-30	21.6
31-40	23.7
41-50	19.0
51-60	19.4
61-70	12.0
71-80	3.9
81-90	0.3
91-100	0.1

Property Size	Number of Properties
Self-Contained Flats	32
1 Bed Property	17
2 Bed	24
3 Bed	42
4 Bed	40
5 Bed	27
6 Bed	19
7+ Bed	12

# LISTENING, LEARNING AND ACTING TOGETHER

At FHA, we are committed to continuous improvement, driven by the voices of our tenants and partners. The Board and wider FHA team remain firmly focused on enhancing our services by actively listening, learning, and responding to feedback.

*To accelerate progress and deepen our engagement, we have launched the “You Said, We’re Doing” initiative, an open, inclusive platform designed to encourage honest dialogue and demonstrate accountability in our actions.*

We are also embracing new technologies and innovative approaches that support meaningful engagement across a wide range of needs and abilities. By making it easier for everyone to share their views, we’re strengthening the connection between our tenants, partners, and service delivery teams.

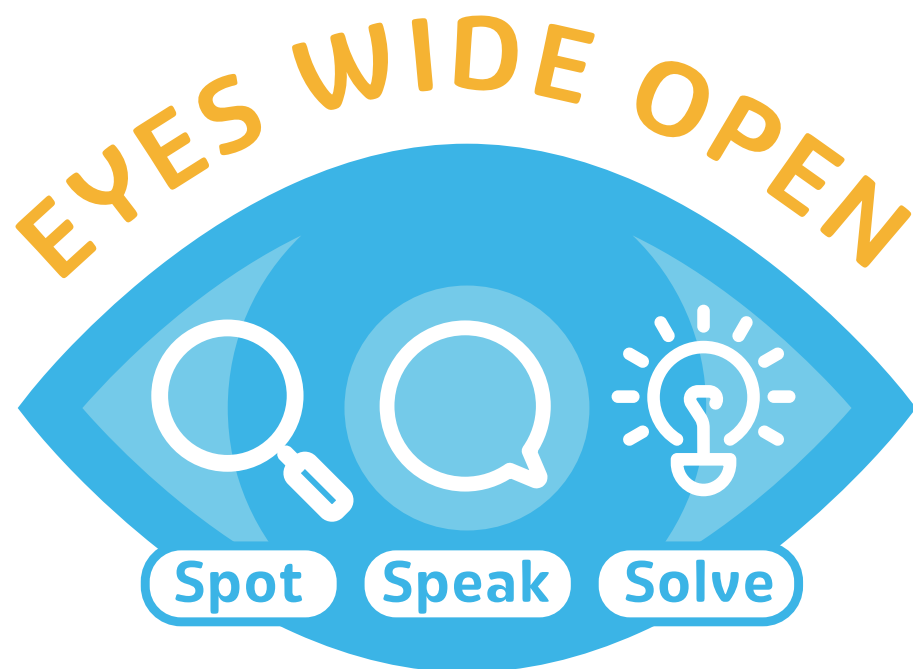


Together, we are building a more responsive, inclusive, and tenant-centred future.



**You  
said:  
We’re  
doing:**





At FHA, we are committed to maintaining safe, secure, and well-managed homes and environments for our tenants, staff, and partners. As part of this commitment, we are promoting a culture of awareness and accountability through our “Eyes Wide Open” approach.

Eyes Wide Open encourages all staff, contractors, and partners to remain vigilant, actively looking out for issues that may pose a risk to safety, quality, or service delivery.

Whether it’s a health and safety concern, signs of domestic abuse, property damage, compliance issue, or anything that doesn’t feel quite right, we expect and empower everyone to:



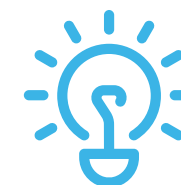
### Spot it

Be alert and observant. Notice when something is wrong, out of place, or potentially unsafe



### Speak it

Report the issue promptly. Don’t assume someone else will, raising concerns is everyone’s responsibility.



### Solve it

Where appropriate, take immediate action to resolve minor issues. For anything beyond your remit, escalate it through the correct channels to ensure swift resolution.

This approach is not about blame, it’s about encouraging professional curiosity and building an interdependent culture, where our staff feel empowered to act, including challenge and support, so that everyone plays their part in safeguarding our tenants, people, our properties and our reputation. By keeping our Eyes Wide Open, we can work together to identify and address issues early, reduce risk, and continuously improve the services we provide.

# YOUR FEEDBACK

We will capture Complaints, Compliments and Comments about our service and demonstrate that we use these to improve the way we deliver our services.



**7 Compliments received**



**12 complaints logged**

Of these:

- 11 closed at Stage 1
- 10 related to Maintenance
- 1 escalated to Stage 2
- 2 related to Income

In line with the Housing Ombudsman, FHA have revised the complaints handling code and implemented a new way of handing complaints. FHA encourage feedback when we get things wrong and when we get things right.

**You can find full details of our complaints process and self-assessment on our website [www.falconha.org](http://www.falconha.org)**

Scan the QR code  
for our resolving  
complaints policy



*Scan me!*

 You can find full details of our complaints process and self-assessment on our website **[www.falconha.org](http://www.falconha.org)**

# INVESTING IN YOUR HOME

In 2024, FHA has continued to make significant investments in our homes to ensure tenants live in safe, secure, and well-maintained environments.

Our existing stock condition surveys have provided us with a clearer understanding of our property portfolio and the life cycle of key components. To support future planning, we will undertake updated stock condition surveys across all properties during 2025/2026. This will ensure our investment programme is both efficient and targeted to where it's needed most.

## Planned Improvements Over the Next 5 Years:

- Redecoration of communal areas in 49 properties (most properties will have some form of painting)
- Installation of 94 new bathrooms and shower rooms
- Installation of 24 new kitchens
- Boiler and heating system upgrades in 15 properties

These works form part of our long-term commitment to maintaining high-quality homes and delivering improvements that make a real difference to the comfort and wellbeing of our tenants.



## DAMP, MOULD AND CONDENSATION

Living with damp and mould has a negative impact on the wellbeing and quality of our tenants' lives. FHA take our responsibility seriously in ensuring that tenants living in our homes are safe and free from damp, mould and condensation.

Over the past 12 months we have adopted a case management approach to enable us to manage reports of damp, mould and condensation more effectively and to respond in a timely manner.

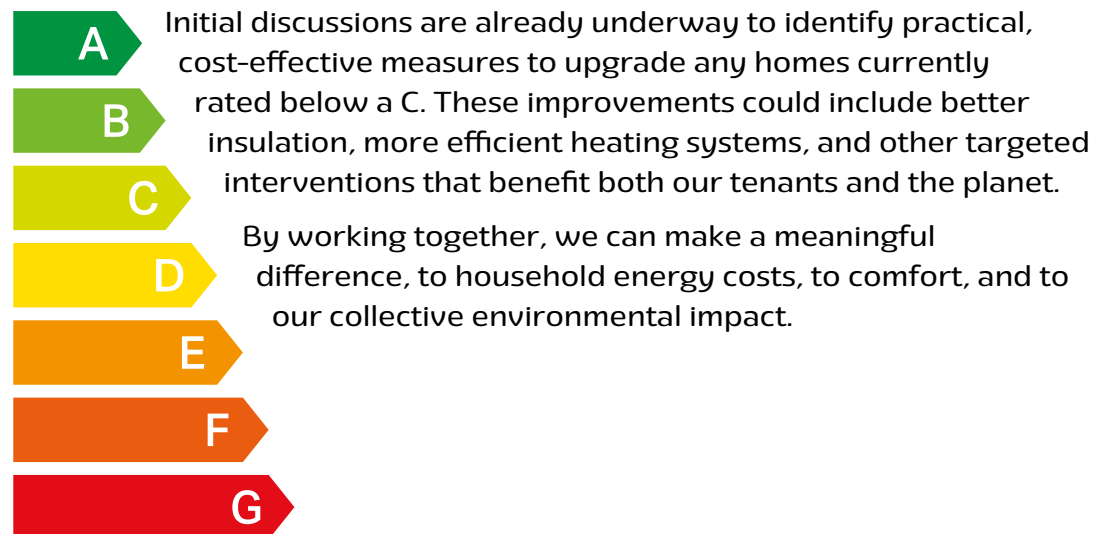


## ENERGY EFFICIENCY: BUILDING A GREENER, MORE SUSTAINABLE FUTURE

We're committed to working in partnership with you to create homes that are not only comfortable and affordable to live in, but also more energy efficient and environmentally responsible.

With the rising costs of electricity and gas, many households are facing real challenges in keeping their homes warm while also trying to reduce their carbon footprint. At FHA, we recognise this balance and are taking proactive steps to support both affordability and sustainability.

In collaboration with our head landlord partners, we are exploring a range of options to improve the energy performance of our homes. Our shared goal is to ensure that, by 2030, all homes meet a minimum Energy Performance Certificate (EPC) rating of A, B, or C.





## DELIVERING VALUE FOR MONEY



Value for Money isn't just about finding the lowest cost, it's about achieving the best possible outcomes through efficient, effective, and economical use of our resources.

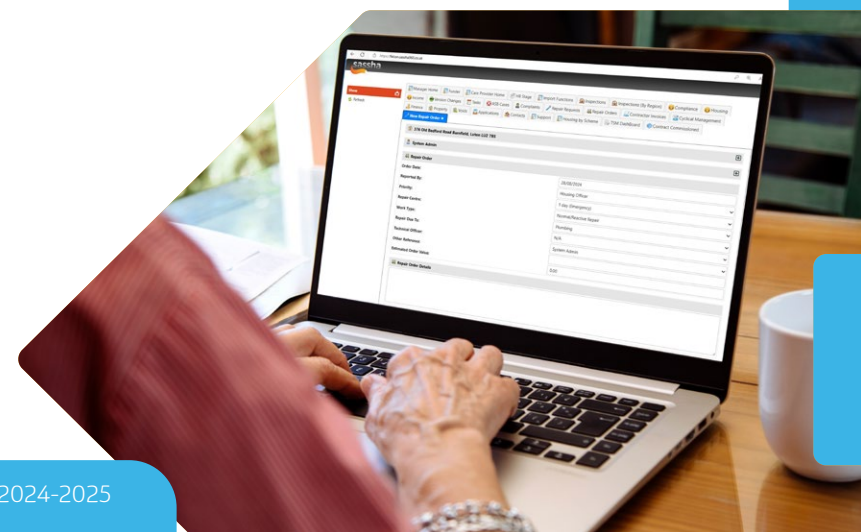


At FHA, we are committed to embedding VfM principles across every area of the organisation. This means delivering high-quality services while demonstrating measurable, transparent value for the resources we use.

Over the past year, we have made significant progress in strengthening our approach to VfM, including:

- ✓ Conducting a full review of all services and service charges to ensure accuracy, fairness, and appropriateness
- ✓ Strengthen frontline service delivery to our tenants via a larger Housing Officer Team
- ✓ Introduction of KPI's and a performance framework to monitor and support care provider quality
- ✓ Developing individual profit and loss accounts at the property level to improve financial oversight
- ✓ Enhancing our housing management system, SASSHA, to support better decision-making

- ✓ Making substantial improvements to data security and data quality across our systems
- ✓ Implementing new, more efficient models for delivering repairs, aimed at reducing costs, increasing responsiveness, and improving tenant satisfaction
- ✓ Strengthening our contract management processes to ensure supplier accountability and performance





# DELIVERING VALUE FOR MONEY

Looking ahead, FHA remains focused on driving continual improvements in VfM performance. We will set and monitor challenging but achievable efficiency targets that are both sustainable and impactful.

## OUR VFM PRIORITIES FOR THE YEAR AHEAD INCLUDE:

- ✓ Increasing occupancy levels across our housing portfolio
- ✓ Reviewing and market testing energy tariffs, switching to more competitive rates where possible
- ✓ Reducing void turnaround times through enhanced void management practices
- ✓ Building preferred supplier partnerships to ensure cost-effective procurement of goods and services
- ✓ Continuing investment in SASSHA to improve data quality and operational insight
- ✓ Supporting tenants in accessing all housing-related benefits they are entitled to, through joint working with care providers and local authorities

- ✓ Partnering with carbon-conscious businesses to help lower our environmental impact
- ✓ Working alongside our head landlord partners to improve energy efficiency and raise EPC ratings across our homes

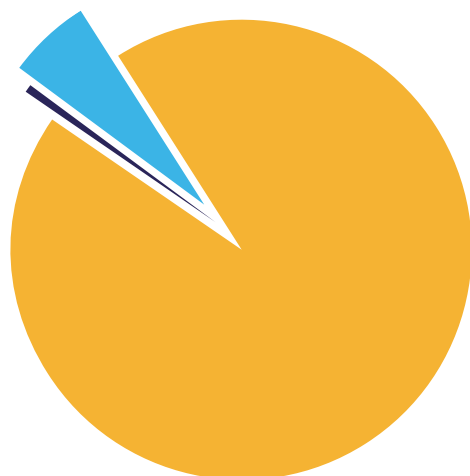
Through these efforts, we will ensure that every decision and investment contribute to better outcomes for our tenants and greater accountability to our stakeholders.



# FINANCIAL RESPONSIBILITIES

FHA continue to strengthen the management of income, finance and operational controls, developing stronger internal processes that interlink teams by a golden thread, identifying areas of risk, and effectively resolving any issues.

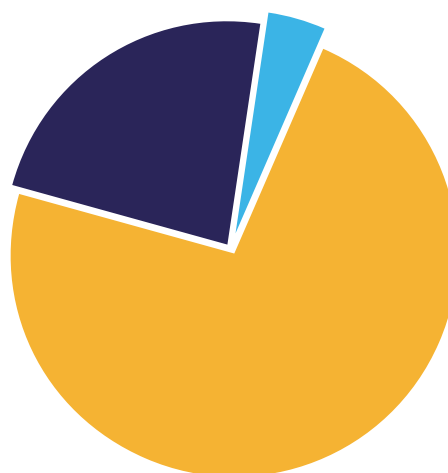
FHA are continually assessing the risks to the organisation that could impact negatively on performance and sustainability. In addition to our annual statutory audit, FHA regularly review our performance as well as undertaking intensive internal audits.



## RENT

APRIL 2024 - MARCH 2025

Full Housing Benefit	93.70%
Self-Funding	5.83%
Partial Payment	0.47%



## WHERE THE MONEY COMES FROM

2024/2025

Total £20,358,200m

Rents (£14,922,238)	73 %
Service Charges (£731,058)	4 %
Other (£4,704,905)	23%



## DAY TO DAY OPERATING AND RUNNING COSTS

2024 - 2025

Total £20,230,979m

Operating lease rentals (£14,004,256)	69%
Management Costs (£1,940,712)	10%
Re-active Maintenance (£1,209,704)	6%
Service Charge Costs (£1,472,617)	7%
Planned Maintenance (£786,744)	4%
Major Works (£816,946)	4%

## SPECIALIST SUPPORTED HOUSING NETWORK

The Specialist Supported Housing Network (SSHN) is a group of registered providers responsible for providing specialist supported housing within the UK. Members of the SSHN frequently meet to discuss current and sector wide issues alongside sharing of good practise. Together this impacts positively for all tenants, with a main driver to improve and strengthen sustainability of homes.

Together the SSHN has achieved the following:

- ✓ Developed a benchmarking club
- ✓ Established knowledge and experience sharing amongst members to get a better understanding of challenges across the areas we work
- ✓ Collectively negotiated improvements that reduce legacy lease risks
- ✓ Engaged with new market entrants to shape new lease/ownership products for Specialist Supported Housing
- ✓ Acted on several issues common to all members, reducing the cost of advice/ services that would otherwise have been incurred individually
- ✓ Share the experience and learning of those members who took in the pilot of Tenant Satisfaction Measures for small providers
- ✓ Continue to identify common areas where collaboration can achieve cost savings not achievable as individual entities (for example, training and legal procurement)
- ✓ Develop new models of housing investment to increase the supply of specialist housing with a reduced risk profile for registered providers





## IMPROVING COMMUNICATION WITH YOU

If you would like this report in a language other than English, or another format please get in contact with the FHA Team.

Written communication still forms an important part in the way we can communicate with you, if this is your preferred method. Our address is:

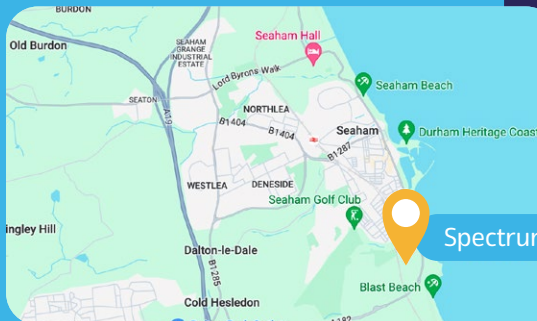
Falcon Housing Association C.I.C.,  
Office 3.30, 3rd Floor,  
Lighthouse View, Spectrum Business Park,  
Seaham, Co Durham,  
England, SR7 7PR

Email is a popular, quick and efficient way of communicating. If you are happy to receive information by email, please update us with your email address by sending your details to FHA general email: [hello@falconha.org](mailto:hello@falconha.org)

General Email: **[hello@falconha.org](mailto:hello@falconha.org)**

Repairs Email: **[repairs@falconha.org](mailto:repairs@falconha.org)**

Our new look website [www.falconha.org](http://www.falconha.org) is a useful source of information. FHA are constantly working on improvements to our contents and welcome your ideas and feedback.



Building a strong business is part of our business strategy to ensure continued success in providing homes for vulnerable adults who need additional support to live more independently.

