



Customer Annual Report

2024-25

“Welcome to our first Customer Report as Bromford Flagship!”

I’m excited to bring you a snapshot of our performance from April 2024 to March 2025, featuring highlights from both Bromford Housing and Flagship Housing. Our companies merged at the end of February 2025, and there’s plenty of great news to share.

Before we merged, both companies achieved some real milestones last year. Tenant Satisfaction Measures (TSM) scores are healthy – Flagship customers rated their overall satisfaction at 75.6%, and Bromford customers gave a score of 84.1%. But we know there’s more we can do, and we’re working on it.

Behind those numbers are thousands of everyday interactions, from quick phone queries to long-term rent and tenancy support, and we’re proud of the hard work our teams continue to put in to deliver the service you deserve. From planting 94,250sqm of wildflower areas, to arranging more than 360 Disabled Facility Grant home adaptations, the work we do is varied, and there’s lots to learn from one another.

One thing we’re especially proud of is the progress we’ve made on our place-based way of working. It will form a big part of our approach going forward, built on what we’ve learned

through neighbourhood coaching and inspired by joined-up working in health and local government. By simplifying the way we operate, we can respond more quickly and more personally to your needs and those of your community – the Place – where you live.

I hope what you see in this report reflects the shared ambition that brought Bromford and Flagship together: to help customers thrive in homes they’re proud of, in communities where they feel safe and supported.

Thanks for being part of the journey so far. We’re just getting started!

Paul

Paul Coates

Chief Customer Officer



**Bromford
Flagship
at a glance:**

170,000+
customers

80,000+
homes

working accross
61
local
authorities

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Repairs and investment

Whether it's replacing aging roofs, improving energy efficiency or updating kitchens and bathrooms, every upgrade can make a real difference to everyday life.



We invested £134m in homes last year including capital investment* of:

Bromford.

£53.4m



£59.7m

* Money spent specifically to improve our homes long-term, not day-to-day running costs like maintenance or cleaning

Our performance

You've told us that we're taking too long to complete repairs. With such a wide range of skills and trades within our repairs service, it's not easy to make changes quickly, but we're well on our way - as of August 2025, we completed 96% of emergency repairs and 89.2% of non-emergency repairs on time.

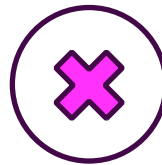
Repairs (2024-25)	Bromford	Flagship
Completed	135,094	89,565
% of repairs completed on time	76.8%	95%

Your feedback

A good, reliable repairs service is an essential part of what we provide to our customers. And, as part of that, there are things we do well and things we know we need to do better. We're on track with improvements, which include completing more repairs on the first visit and using text messages to provide repairs updates for customers in the west.



You've said our Repairs Operatives are **polite and professional** while in your home, which we're really pleased to hear.



However, we know you've felt frustration with **long wait times, repeat visits and appointments not being kept**.

Our **communication** around repairs needs improving, and we need to tailor our service to customers who are **elderly or vulnerable** - we hear you, and we're doing all we can to improve.



Major repairs

There's a lifespan on all the biggest elements within a home, and we have a rolling plan to review or refresh all of them. We know that the work associated with installing some of these elements can be disruptive, so we're grateful for your patience and understanding while we do so - it's all done with the goal to keep your home as comfortable as possible.

Installations (2024-25)	Bromford	Flagship
Windows	967	1,669
Doors	1,339	2,784
Kitchens	970	1,455
Bathrooms	574	942
Roofs	602	452

Energy-efficient installations

Heating and hot water systems become less efficient over time, resulting in homes which are harder to keep warm and dry. Installing new or upgraded systems can give your home a new lease of life, keeping condensation and damp at bay and potentially lowering your energy bills.

Installations (2024-25)	Bromford	Flagship
External wall insulation	238	41
Air Source Heat Pumps	17	213
Solar PV	51	192
High Heat Retention Storage Heaters	27	70
Cavity wall insulation	361	-
Gas heating upgrades	2,088	1,365

Your community

As a combined organisation, we manage over 80,000 homes. Our new operating area spans the breadth of the country, from North Somerset in the west all the way to the most easterly point in Lowestoft.

But none of that matters if we can't provide you with a prompt and personal service in your local area, delivered by people who understand what matters to you and your communities. This is something we understand and will keep at the heart of our decision making as we move forward.



Homes

We're glad to have welcomed so many new customers over the last year, and we hope very much that you've settled in well. Although these numbers are high, our emphasis is on providing you with a local service you can trust.

Households welcomed (2024-25)	Bromford	Flagship
General Needs	2,849	1,794
Shared Ownership	341	138



61

local authorities
in our operating
area

Together,
we delivered

1,770

new homes
last year

Neighbourhoods

Whether you're walking your dog, taking your children to the playground or coming home after work, we want you to feel comfortable in your community. We're made up of teams of people who feel this way, and whose job it is to keep your community safe. At Flagship, this includes the Housing and Neighbourhood teams, and at Bromford you'll know your Neighbourhood Coaches, all of whom will be happy to chat if you see them out and about.

Some highlights at Bromford:

2,935

fly-tipping and
waste clearance
visits

7,016

block
inspections

38,191

annual customer
visits



Some highlights at Flagship:

6,228

neighbourhood
inspections

904

bin store
clearances

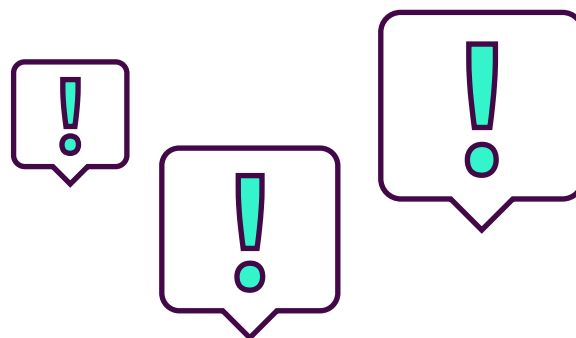
561

playground
inspections



Anti-social behaviour

You should be able to enjoy your home and community free from anti-social behaviour (ASB) or crime. However, from time to time the actions of others can have a negative impact on those who live around them, and we are here to help if this happens.



ASB	Bromford	Flagship
Concerns raised	1,283	4,500
Cases opened	555	2,122
Cases closed	1,228	1,934

Safeguarding

Safeguarding is about protecting people's health, wellbeing and rights, and making sure those at risk can live safely, free from abuse or neglect. We know that home may not always be a safe place to be. You're not alone and can have confidence in speaking to our experienced teams.

Safeguarding concerns	Bromford	Flagship
Cases opened	1,454	4,476
Cases closed	1,311	4,454

Bromford.

In 2024-25, **1,454** safeguarding concerns were raised and **1,311** were closed. The top three categories were **domestic abuse** (442 cases), **self neglect** (341) and **neglect or acts of omission** (316). **65%** of safeguarding concerns raised related to adults, with **190** involving both adults and children, reinforcing the importance of our 'Think Family' approach.



Your involvement

Making a difference doesn't have to be a big time commitment. There are lots of ways to get involved, whether it's something quick and easy online, a chat over the phone, or joining face-to-face meetings with our team and other customers. However much time you have, your voice matters, and every bit of input helps shape the services we provide.



Everyday conversations

Bromford

285,134

inbound calls



65,276

digital enquiries
emails and portal enquiries



Flagship

201,658

inbound calls



95,278

digital enquiries
emails and online forms



Complaints

All of the information in this section is from April 2024 and February 2025, before our merger.

Complaints give us an opportunity to rebuild relationships and put things right, and we're here to do that as quickly and easily as possible. When you share a concern, you should feel like we're truly listening, that we care about finding the right solution, and that we're committed to making things better for you. If you're not satisfied with our response to any part of your complaint at the end of Stage 1, you can escalate it to Stage 2, where a more senior colleague will carry out a review.



Complaints	Bromford	Flagship
Stage 1 complaints	2,758	2,459
Stage 2 complaints	280	277
Resolved at Stage 1	90%	88%

Complaints - top themes

Bromford.

Repairs speed and communication

Damp and condensation

Heating repairs

Flagship

Repairs speed and communication

Heating repairs

Damp and mould

How we're improving

We maintain a positive complaint handling culture because it's through these complaints that we learn so much about where we need to do better. We're always acting on the insight you share with us, whether that's through Customer Satisfaction scores in the East or through Annual Customer Reviews in the West. We know repairs is still an area you want us to improve on, and we want to reassure you that it remains a key focus for us moving forward. We're making progress, but there's still lots for us to do.

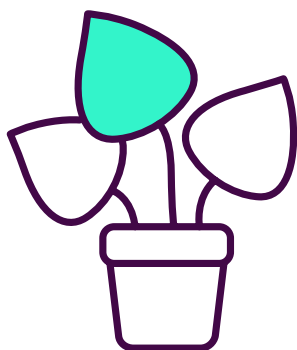
Here are some examples of improvements we've made because of your feedback in 2024/25.

Bromford.



- A **new policy** for condensation, damp and mould has been launched, including **qualified surveyor assessment** at the point of a referral, leading to improved response times.
- We've introduced additional resources to our Complaint Team, resulting in **a 16% increase in satisfaction**.
- Changes to our **mutual exchange process** have gone live, resulting in over 94% of customers saying they'd **recommend our moving in service** to a friend.

- We've introduced **regular collaborative sessions** with complaint handlers, using case studies to emphasise treating each case individually, rather than just following a process.
- Our **Customer First** campaign, which reinforces the importance of **delivering outstanding customer service**, is now taught at induction for each new colleague.
- We now **regularly assess the performance** of our contractors and hold them to account if they don't meet our standards.



How we're responding to diverse needs

Real equity takes time and isn't easy to achieve. We're always learning and looking for ways to improve, and are pleased to share with you a snapshot of our progress in 2024/25.

Bromford.



- We have a **Be.You wellbeing and inclusion road map**, commemorating key dates in the year such as religious holidays, mental health days and inclusion week to name a few, ensuring **inclusivity and diversity** is recognised and celebrated.
- We've launched **instant translation** on live chat. This allows customers to type and receive replies in their **preferred language** when engaging online, breaking down barriers and enabling more meaningful conversations.
- We have installed **Housing Proactive** to 3,000 customers, resulting in **improved engagement** and **better access** to support services for those who need it.

We record all reasonable adjustments for our customers as soon as we're made aware, as well as disabilities, neurodivergence, long-term illnesses and/or mental health conditions as additional alerts, to inform the support we provide and ensure we prioritise services where we need to.

- We launched our **Reasonable Adjustments for Tenants and Customers policy** in June 2024, which is publicly available for our customers to reference if they need support.
- All employees are educated on how to access translation and interpretation services via **INTRAN**. INTRAN allows us to provide over the phone, in person on-demand and video **language and BSL interpretation**, and lip speaking services. All field-based colleagues have access to the app to access **on-demand interpretation** on their work devices when visiting a customer.
- Between April - July 2025, we conducted a **scrutiny panel** with disabled tenants to understand how we can **increase the accessibility of our services**, with a particular focus on how our call handlers respond to calls, aids and adaptations, and repairs and maintenance. The ideas generated from the scrutiny panel have been documented in an **action plan** we will work towards over the coming year.

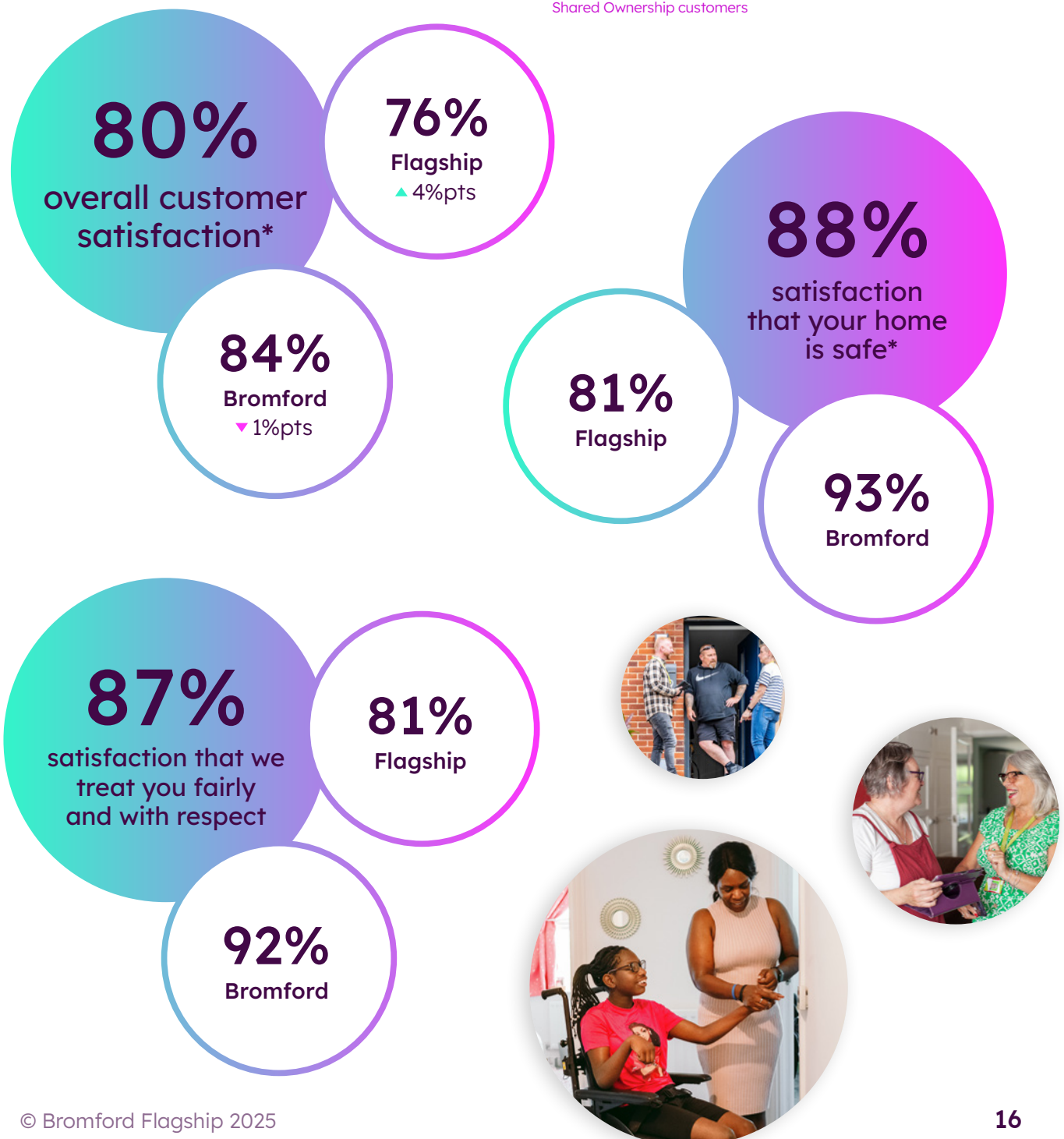
Tenant Satisfaction Measures

The Regulator of Social Housing launched Tenant Satisfaction Measures (TSMs) in April 2023, so that they could understand how we're doing at providing good quality homes and services.

Here are a few of our headlines from 2024/25 and you can read the full report online.

The numbers on this page have been rounded to whole numbers. For a more detailed breakdown of our TSMs, please get in touch.

* These are combined Bromford Flagship figures, and don't include Shared Ownership customers



Don't wait for TSMs to let us know what's on your mind!

If you have a query, complaint or compliment about our service or how we deliver it, our door is open all year-round. You can speak to your Neighbourhood Coach or Housing Officer, call us, email us or complete an online form.

Your opinion and experiences matter, and we want to design our services around you. If you don't think we've held up our end of the bargain, or perhaps you'd like to give feedback about a particular person who's really made a difference to you – let us know.

The future of TSMs

Before the merger, Flagship approached a sample number of customers to take part in the TSM survey each year. In 2025, Flagship aligned with Bromford's approach to reach out to all customers for TSM feedback.

That means we'll aim to speak to every customer, every year to find out how we're doing, and we've employed three new Insight Advisers to support the increase in telephone surveys for Flagship customers.

We're doing this because your opinions matter. The more customers we hear from, the better we can understand your needs and improve our services to meet your expectations.



Customer engagement and scrutiny

This is always a key area of focus for us, because it shows whether we're on the right track or need to change direction. And your feedback is taken seriously across our organisation - it's trusted, valued and continues to inspire real change.



Bromford.



- We developed a **customer-led scrutiny** approach which started with customers' involvement in the **end-to-end repairs customer journey**, helping to shape recommendations to improve the repair experience. This was followed by another scrutiny project looking at **service charges**, which culminated in a series of **service improvement recommendations** and a **new service standard**.
- We held discussions with the **Locality Influence Networks**. An important issue was supporting the business case for an **improved landscaping service standard** that justified the service charges, and the expansion of the **in-house tree maintenance service**.
- We launched a new **digital engagement** offer called **Bromford Voice** to get customer views on the quality of services provided and what they think of their community. It's an **online community** for constructive and inspiring conversations with fellow customers and Bromford colleagues.
- The **Homeowner Virtual Panel** meets every quarter to discuss issues that impact **leaseholders and shared owners**, monitoring services and driving outcomes through virtual collaboration.
- We've concentrated on areas where we can make the biggest difference. Most recently, **improving accessibility** for disabled customers. We held **workshops** with people who have lived experience, looking at things like **repairs, the Customer Services Hub, and aids and adaptations**. Their insights are shaping changes we'll be rolling out over the next 12 months.
- This year, we've continued to grow our **INfluencer Network**, focusing on accessible and meaningful ways for customers to get involved and influence decisions.
- Our involved customers, or INfluencers, help shape services through **events, panels and service reviews**. They meet colleagues, give feedback on performance and co-create by working with teams at **early stages of projects** and changes.
- On a local level, our teams got out into communities - door knocking and holding pop-ups to talk about issues like **anti-social behaviour, shared spaces and local projects**.

The future of engagement and scrutiny: Customer Influence Framework

In June 2025, we asked all customers how they'd like to engage with us in future. We followed this up with workshops involving customers across Bromford Flagship, who gave honest feedback on what's working and what could be improved. Their views are helping shape a new, merged framework, which we'll be sharing in late 2025.



Goals for next year

Our Customer Annual Reports shine a spotlight on our achievements from the previous financial year – which, in this case, is April 2024 through March 2025. But it's also a great opportunity for us to look forward and set our sights on some goals for the year ahead.



Place

Also known as 'place-based working', this approach recognises that every community has unique strengths, challenges and opportunities. This way of working is the opposite of 'one-size-fits-all', allowing us to personalise the resources and investment in each community, recognising that the needs of each one will be different. We really believe it's the future. We've run three pilots in the West so far, and we're actively looking at how and when to begin rolling it out in the East in 2026.



Repairs

Our repairs service continues to be high priority, both in terms of our response to new repairs and also tackling the root causes of repairs complaints. The repairs we offer are wide-ranging, stretching from routine maintenance in communal spaces, to emergency out-of-hours calls, from mould and condensation prevention to planned kitchen and bathroom replacements. And it's not just the physical work, either. It's planning appointments, coordinating contractors, ordering parts, arranging resources, timely communication, all while making sure we do right by you. We appreciate it's frustrating when things don't go to plan, we recognise that, and we're setting ambitious improvement targets for next year.



Customer Influence Framework

Bromford and Flagship are both fortunate to have customers who are keen to get involved and have their say on our service, so it's crucial that we have a framework that allows your voices to be heard. While the objectives for each group of engaged customers are the same, there were some differences in how the groups themselves were arranged, so we're looking to take the best of both and create something new that's as engaging, accessible and impactful as possible. The initial survey to engaged customers has already been published and we've reviewed the data, and we'll be sharing the new framework in the new year. And, of course, there'll be plenty of chances for you to get involved!



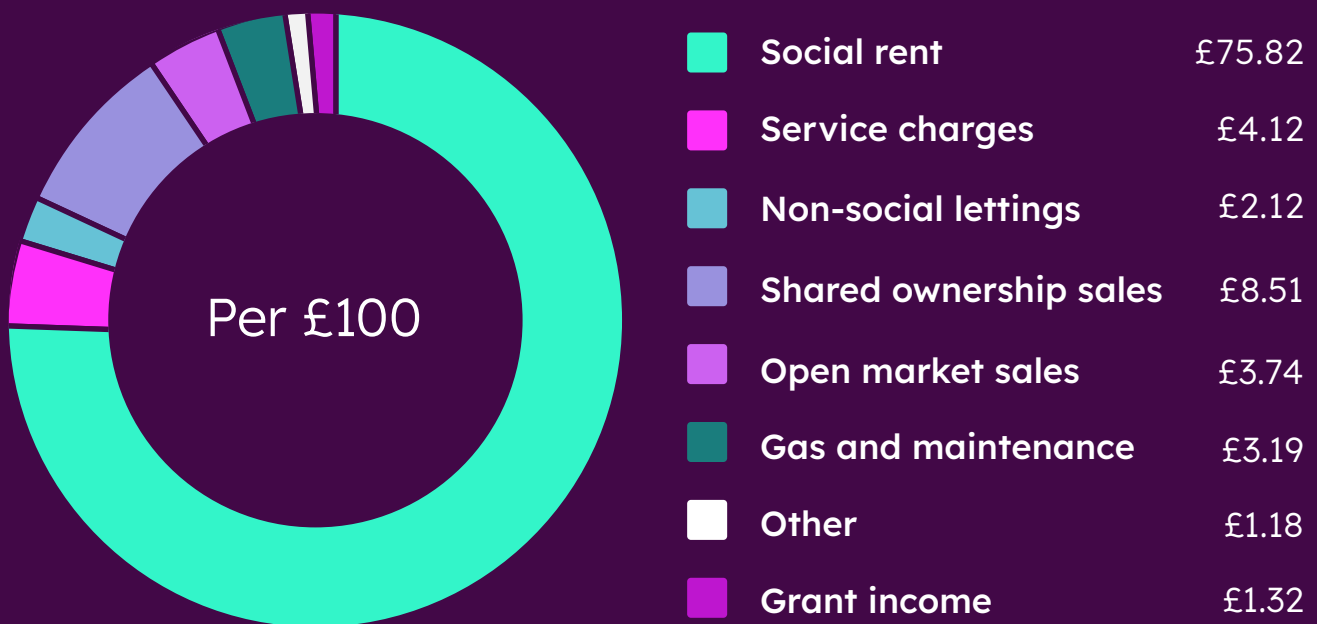
Complaints

Communication, damp & mould and repairs emerged as the most pressing issues in our complaints last year. Addressing these areas remains a top priority for us. To improve communication, we'll work to ensure we keep you informed and supported at every stage of your journey with us. When it comes to damp & mould and complaints, we'll streamline our internal processes to minimise delays and deliver services promptly and efficiently. Furthermore, we've set up a new Customer Influence Panel and appointed a member of our board to the post of Member Responsible for Complaints. We'll track how our plans are going by monitoring the number of complaints in these areas and will report on progress to the Customer Influence Panel.

We have the scale, expertise, and commitment to keep building for the future. And, as part of our dedication to giving you the best service possible, complaints will remain a key focus for us.

Financial overview

Where our income came from



How the money was spent



Director remuneration and management costs

The Regulator of Social Housing's Transparency, Influence and Accountability Standard, requires all registered providers to provide tenants with accessible information about their directors' remuneration and management costs.

We have used the Regulator of Social Housing's suggested approach when calculating these costs to support consistent reporting between different organisations and transparency for our tenants.



Average annual cost per home:

£4.32

Highest paid director

£25

Overall cost of directors

£1,179.30

Total management costs

Our people, offices and fleet

