



Our story

A home provides the basis for a stable and healthy society, but the capital's housing crisis means that for too many Londoners, a home is out of reach. We're a not-for-profit organisation with a focus on providing quality homes at below market rents for people who would otherwise struggle to afford them. We are both a landlord and a developer, with more than 60,000 existing homes and plans to build 3,000 more over the next five years. We engage in commercial activities and any surpluses we produce support the provision of homes at below market rents across the capital.

Founded in the 1960s to address slum conditions in west London, we're now one of London's largest charitable housing associations and a leading advocate and trusted partner to local councils and government. Our aim is to give Londoners a base and community from which to achieve their potential.





Welcome from our chief customer officer

Welcome to our annual customer report for 2025. This report is part of a suite of documents that tell the story of our past 12 months, alongside our annual report and financial statements, and our environmental, social and governance (ESG) report.



The common thread through all three documents is that this has been a challenging year, but one we emerge from full of ambition, enthusiasm and determination to provide better homes and services for the people living in our homes.

This year saw us receive our first ever regulator grade for the new consumer standard, a C3 rating which meant we are non-compliant. This result, off the back of the opening round of Tenant Satisfaction Measures, made it clear that we weren't meeting the standards you want from us. We are committed to turning that around and we are seeing progress, although we still have lots to do.

Some of the fundamental changes we have introduced

are already having an impact, with our dedicated repairs hub improving customer satisfaction in the service and allowing households to better follow the progress of their repair from report to completion. Meanwhile our complaints team is successfully engaging with residents before issues can escalate, which has seen a reduction in negative findings against us by the Housing Ombudsman.

If we are going to make the improvements we want though, we are only going to be able to do it by working with residents. We are investing time and resources into better understanding our residents, what you want from us and what we are doing right and wrong. This includes the Voice of our Customer project, which takes your feedback and creates more detailed and valuable insights for us to learn from: and the Know our Customer programme, which so many of you engaged with and will help us understand how residents want to interact with us and how you want to be treated.

Beyond this, our new resident forum and engagement model is going from strength to strength and playing a vital role in ensuring the resident voice is heard at the highest levels of the organisation. The forum, which includes both resident members of our group board, inputs into strategic decision-making and provides assurance on our processes, while hundreds of eager residents have taken the chance to influence our work via specific programme groups and activities within their neighbourhoods.

On a personal level, it has been an exciting and interesting few months since I took on the role of chief customer officer. I joined on an interim basis and a new permanent CCO will be appointed in the coming months. I hope to leave the organisation in a stronger position and ready to make the further improvements needed not only to return to compliance with the regulator, but to meet the needs and expectations of our residents. Obviously, we still have a long way to go, but even in my short time here I have seen the commitment and determination of everyone to make those changes and to provide residents with the quality homes and services they deserve.

Chyrel BrownChief customer officer.



Transparency, influence and accountability

This standard requires all registered providers of social housing to collect and report annually on their performance using a core set of defined measures. These Tenant Satisfaction Measures (TSMs) are designed to provide residents with greater transparency about their landlord's performance and to help us deliver on our commitment to listen and act on what you tell us.

We know that clear and accessible reporting also helps build trust. By providing regular, detailed information, we aim to make it easier for residents to challenge us when we fall short and to let us know where improvements have been made.

Strategic objective	Core outcomes
Better connections	We really listen to our residents and act in response

Where to find our performance data

We know it is important that residents can see how we are doing and hold us to account for the promises we make. That is why we publish a range of performance information on our website throughout the year.

As well as this annual customer report, which includes our results against the Tenant Satisfaction Measures, we share quarterly performance updates online covering areas that residents have told us matter most, like repairs, compliance checks, complaints handling and anti-social behaviour cases.

Our website also shows our full complaints performance and service improvement report, as well as our self-assessment against the Housing Ombudsman's complaint handling code, so you can see how we are performing and where we are taking steps to improve.

Our website is a key part of sharing information with residents, with easy access to information about your home, local services and ways to get involved.

Connections, our regular e-bulletin, brings together news and performance highlights every other month for residents who have provided email addresses, while residents who prefer printed information receive a hard copy magazine version twice a year.

This year, our new Voice of the Customer feedback tool has helped us capture more real-time insights about the services residents receive. This means performance data now sits alongside real stories and experiences, helping us understand where we can make the biggest difference and act quickly when things go wrong.

All our performance updates are reviewed by our performance team, our leadership teams and our resident forum before publication, to ensure information is accurate, accessible and useful to you.

We also know residents value having information they can share with neighbours and community groups. That's why our regional teams are encouraged to use local meetings to explain our performance trends, answer questions, and discuss what we are doing to address any areas where satisfaction is low.



Transparency, influence and accountability

Tenant Satisfaction Measures (TSM)

Our TSM results are published in full on our website, with breakdowns for low-cost renters (LCRA) and low-cost homeowners (LCHO). This year we heard from **3,594 residents** through our independent perception survey, carried out by TLF Research between May 2024 and March 2025. The sample was carefully balanced across age, region, ethnicity and housing types to ensure our results are representative.

Residents told us what they value most and where they want to see greater consistency. For example, **57.7%** said they are satisfied that we keep their home in good repair, and **61.8%** feel safe in their home. Nearly **59.3%** agreed that our staff treat them fairly and with respect, which remains one of our strongest areas. Further, **46.3%** of residents told us they feel we listen to their views and act on them and **59.9%** said they are satisfied that we keep communal areas clean and well maintained. For complaints handling, **39.0%** were satisfied with how we handled their complaint.

We know that getting repairs right is the single biggest driver of satisfaction and complaints, and that the most common cause of dissatisfaction is when jobs are not completed first time and residents are not kept informed. To help improve our performance and communication in this area we introduced a dedicated repairs hub to manage and oversee the repairs process from start to finish.

We will continue to focus on increasing the proportion of residents who feel we listen to them and treat them with respect by strengthening our contact centre, specialist teams and local presence so that queries are dealt with fully and fairly. As part of this we **invested £1m** in a new centralised complaints team within an expanded customer experience function, to deliver a material improvement on outcomes for residents.

Our aim is that by combining clearer communication, better systems and more staff training, we will steadily lift satisfaction scores year on year. Regular resident feedback will continue to guide our approach and help us identify what works well and what still needs to change.

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Tenant satisfaction measure – overall satisfaction

Our overall satisfaction score this year was **47.2%** for all residents, with satisfaction for low-cost renters at **53.8%** and for low-cost homeowners at **24.2%**. We are taking steps to improve on these scores and have expanded the ways we work directly with our residents this year in order to make progress.

Our local officer model and efforts to improve how residents can influence our services are all focused on making sure that we respond more quickly and that we get the basics right with far more frequently and consistently.

Residents continue to tell us how important it is that they are kept informed and have issues resolved quickly. Through our updated Voice of the Customer surveys, local officers and specialist teams, we are working to make sure every contact with us feels helpful and that problems are put right first time wherever possible.

We know this won't happen overnight. But by tracking performance closely, listening carefully and acting on feedback, we aim to build trust and deliver services that meet the standards you rightly expect.

47.2%

Taking everything into account, how satisfied or dissatisfied are you with the service provided by NHG?

All resident combined score



We have continued to expand the ways you can shape decisions at Notting Hill Genesis. A highlight this year was the launch of our new resident forum, made up of 14 residents who meet quarterly to scrutinise performance data, recommend service improvements and hold us to account. For example, forum members have reviewed our quarterly complaints data and challenged our teams on how quickly we respond and resolve issues.

The new involvement and engagement model, introduced at the start of the year, means more residents now have a say in shaping services - from small local working groups to borough-wide consultations that inform bigger decisions. This includes practical projects like co-designing how performance data is displayed on our website and testing new communication channels.



Transparency, influence and accountability



Our regional resident meetings bring together residents and local teams to share concerns and agree practical solutions on issues that matter most, such as anti-social behaviour, cleaning standards and local estate improvements. For example, at our south and central London meeting in March, residents discussed how we track repairs performance in their area and requested clearer updates on upcoming work programmes. In King's Cross, residents highlighted security concerns around communal entrances, which led to new door-entry upgrades being agreed. In Walthamstow, local residents worked with officers to address grounds maintenance issues and shared feedback on how we monitor service charges.

Residents also play a vital role in setting local priorities. By working with local officers and specialist teams, residents can help identify which issues need urgent attention and where longer term improvements are needed most.

CASE STUDY:

Residents shaping performance reporting

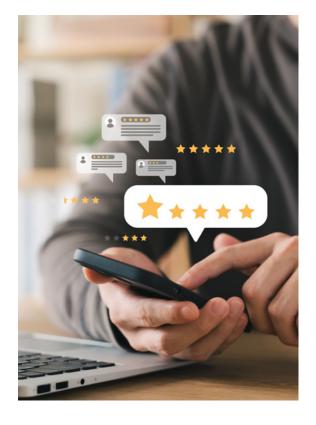
This year, we worked with a small group of residents to make sure the way we share performance information is clear, accessible and meaningful for everyone. Over two dedicated workshops, residents tested different ways of presenting our quarterly results, checked that the language we use makes sense, and suggested breaking some measures down by local area to make comparisons easier. This feedback directly shaped our new quarterly performance updates, which now cover repairs, compliance checks, anti-social behaviour cases and service charges in a clearer, more practical format for residents.

Better understanding our residents

Our new model has been supported by our customer experience and insight team, who work with residents to test ideas, improve information and ensure that performance data is clear and meaningful. For example, residents took part in practical workshops to test how performance figures appear on our website, how we break down results by borough, and how we explain what each measure means in plain language.

Our Know Our Customers project is also helping us build a fuller understanding of residents' needs, so we can tailor services more effectively. This includes piloting new surveys, refreshing resident profiles with better data, and ensuring staff have up-to-date information when supporting people with complex needs.

We believe that better engagement depends on us knowing you and your circumstances well. That's why this project is so important for shaping more personalised services that reflect your diverse needs and priorities.





Effective handling of complaints

We know how important it is to put things right when you tell us something has gone wrong. This year, we **received 6,656 stage one complaints,** more than double last year's figure, partly because our new centralised complaints team has made it easier for residents to raise concerns. Around **24% were resolved quickly** through service recovery, often within five days.

Our aim is to make sure more complaints are resolved at the first stage, with fewer delays and better communication. While we met our targets for responding on time in about **65%** of stage one complaints and **64%** of stage two complaints, we know there is more to do. We are continuing to invest in new systems and extra staff, and are creating a new resident complaints panel to help review our performance and hold us to account.

The Housing Ombudsman's findings show we are moving in the right direction, with severe maladministration cases falling steadily and overall maladministration rates down by 27% this year.

Listening carefully to what complaints tell us is key to preventing the same problems happening again. That's why we now track common issues and share this insight across teams to identify where training, process changes or better communication are needed most.

	THE RESERVE	V		
	Complaints	Q4 - March 2025	Q1 - June 2025	Other tenure results
į	Number of complaints per 1,000 homes			
	The number of stage one complaints received per 1,000 homes in management in the last month.	13.1	14.4	n/a
1	Stage one complaints completed in time			
	% of complaints at stage one responded to within 10 days, or within the time agreed with the resident.	65.3%	66.2%	90%
Š	Stage two complaints completed in time			
	% of complaints at stage two responded to within 20 days, or within the time agreed with the resident.	64.1%	89.7%	90%
	Escalations			
- 1	% of complaints escalated from stage one to stage two.	26.1%	26.7%	20%
	Detrimental determinations			
	Number of negative findings by the Ombudsman, such as maladministration or service failure, as a % of all findings.	64.8%	49.1%	n/a
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Tenancy standard

This standard sets out how we manage our tenancies — including how we let homes, support residents to sustain their tenancies, and make sure everyone has clear information about their rights and responsibilities.

A secure tenancy gives people the foundation they need to build stable, fulfilling lives. That's why we are committed to improving every aspect of how we manage and support tenancies across all our homes.

Strategic objective	Core outcomes
Better	Residents feel safe in their homes (including place)
connections	Housing costs are fair, predictable and easy to pay



Our tenancies

Our purpose is to provide secure, well-managed, affordable homes to people who need them. This year, we continued to improve how we know and understand our residents so we can respond quickly when issues arise, and work with people to prevent tenancy failure wherever possible.

Our local housing officers carried out in-person visits to residents' homes to check on living conditions, offer practical advice and signpost people to support services when needed. Annual visits by local officers rose from 77.9% in March 2024 to **85.7%** a year later, giving our teams better insight into what residents need to stay secure in their homes.

We see proactive contact as key to picking up early warning signs before problems escalate; whether that be damp and mould, rent arrears, or concerns about safety and wellbeing.

A new housing management model

In 2024/25, we fully embedded our new local housing officer model and centralised service teams. Local officers now focus on day-to-day tenancy management and regular resident contact, while larger specialist teams cover repairs, complaints and service charges, all areas residents have said cause frustration and where we know we must improve.

This joined-up model means residents have a single point of contact for everyday tenancy queries, with clear pathways to specialist help when needed. By building stronger local relationships, we aim to resolve issues more quickly and make sure no one feels left in the dark about their rights or the status of their tenancy.



Supporting our residents

We know that feeling secure at home is about more than paying your rent on time. Our teams work alongside residents to provide practical advice, financial support and early help when issues arise, so people can stay settled in their homes and communities for the long term.

Our Hardship Fund made **518 awards** this year to households who needed help with essentials like new fridges, beds, utility bills and emergency food, providing a vital safety net for families facing rising costs. This immediate help means households can focus on their wellbeing rather than falling into debt for everyday items.

When households fall behind on rent or face the risk of losing their home, our local officers and tenancy sustainment teams step in early to stabilise finances, check benefits entitlements and create affordable repayment plans. This proactive support helps residents reduce stress and feel more confident about managing their money.

Our benefit and budgeting advice also supports many residents to increase their income and better manage outgoings, while specialist caseworkers are on hand to help those with complex needs or changing circumstances.

We know that rising living costs can put many households in a precarious position. By investing in trained staff, partnerships with advice services and clear communication, we aim to catch problems before they become unmanageable.



One area of focus this year was tackling rising energy costs. Our teams worked closely with energy providers to help households in fuel debt access specialist advice, affordable repayment plans and targeted grants. In total, we helped households **clear more than £23,000 in energy arrears** — giving people peace of mind that they can heat their homes and cook hot meals through the winter without the threat of disconnection.

We also invested in local community initiatives that help families build stability and confidence. For example, funding through Tutors United enabled children to attend free tutoring sessions and homework clubs, giving parents greater

confidence their children will stay on track at school.

Through our Supported Housing Impact Fund, we worked closely with trusted partners to deliver extra help for residents with more complex needs, including those with health conditions or at risk of isolation. This practical support helps people live independently, feel safe and build lasting connections in their community.

This joined-up approach, from hardship help and benefit advice to community-led projects, supported by our new local housing officer model, ensures residents know who to turn to for the right support at the right time.



Safety and quality

This standard sets out how we keep the homes we manage safe, secure and well maintained for everyone who lives in them. We are committed to meeting all legal and regulatory requirements while continuing to improve the quality of our repairs and maintenance services.

Keeping residents safe and ensuring homes are comfortable to live in is our top priority. This section explains how we're making progress on this front through robust safety checks, reliable repairs, and proactive inspections.

Strategic objective	Core outcomes		
Better connections Better homes	Residents feel safe in their homes (including place)		
	We fix problems fast and well		
	Harness and improve our data to enhance safety, compliance and sound decisions		



Keeping homes safe and compliant

We prioritise our core safety checks throughout the year to make sure homes remain safe. This included regular inspections, statutory checks, upgrades and new work programmes to meet evolving safety standards. In 2024/25, **61.8%** of residents said they feel safe in their home, showing that our building safety work is having a positive impact.

In addition to meeting all statutory requirements, our teams work closely with residents to make sure everyone understands what these safety checks mean for their home and what to do if they have concerns.

Building safety

We are committed to meeting all our responsibilities under the Building Safety Act, which sets new requirements for how landlords manage safety in higher-risk buildings. A key part of this is our Golden Thread work - an up-to-date, accurate digital record of each building's design, construction and safety information. Keeping this information clear and accessible means that everyone, from our teams to residents, can make better-informed decisions about how to keep homes safe.

This year our Golden Thread programme was named Building Safety Initiative of the Year, recognising the work we have done to put these new requirements into practice ahead of the national deadlines.



Our dedicated building safety managers have now been in place for two years. They carry out regular inspections, keep the safety records up to date and provide residents with a clear point of contact for any safety concerns. For example,



Safety and quality

in one complex building, the manager organised drop-in sessions with residents to explain planned fire safety work and respond to questions on what the new Building Safety Act means for them in practice.

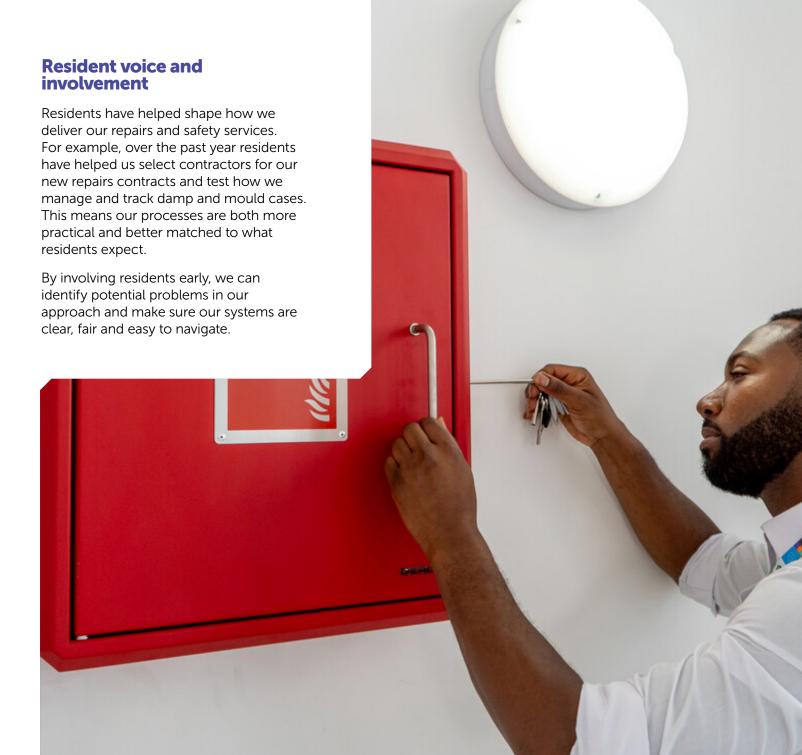
This type of direct engagement is helping residents feel more confident that safety concerns will be listened to and addressed quickly, and builds trust that our teams are taking every step to manage risk.

Maintaining good repair

Our Tenant Satisfaction Measures show that **57.7%** of residents are satisfied we keep their home in good repair, highlighting how important it is to get this right the first time.

This year we continued to strengthen our day-to-day repairs service, supported by our repairs hub and new contractors. Our planned investment programme saw £110 million spent on major work across more than 2,245 homes, with upgrades including new kitchens, bathrooms, boilers, windows and loft insulation.

However, residents tell us that clear communication and timely updates are just as important as the repair itself, so our repairs hub model aims to ensure jobs are booked and tracked efficiently, with clearer lines of communication to the resident.





CASE STUDY:

Faster repairs through our new hub

Our dedicated repairs hub has helped tackle long-standing issues with delays and poor communication. One resident in North London reported a broken heating system during a cold spell and thanks to the new hub, the repair was booked within 48 hours and the resident was kept updated at every stage.



CASE STUDY:

Working with residents to tackle damp and mould

Residents in several blocks with recurring damp and mould issues worked with our surveyors and contractors to co-design solutions to the problem. This included agreeing how to prioritise cases, what to do in the event of a recurrence and how to keep residents informed while work is underway. The vital contribution of our residents has already shaped our new procedures for tracking and resolving cases more effectively, ensuring lessons are learned when problems recur.





Neighbourhood and community

This standard focuses on how we work with residents to create safe, clean, welcoming neighbourhoods where people feel proud to live and have real opportunities to influence what happens locally.

Well-cared for communal areas and active local involvement help strengthen the sense of community that so many residents value. This section explains how we have worked alongside residents and our communities over the course of the year.

Strategic objective	Core outcomes	
Better connections	Residents feel safe in their homes (including place)	
Better homes	Harness and improve our data to enhance safety, compliance and sound decisions Enhance customer experience at every opportunity	
Better places	Create a sense of community Customers love where they live and have pride in it	



Working together to improve estates

Keeping communal areas clean, safe and looked after is consistently one of the top issues residents raise with us, and our Tenant Satisfaction Measures show that **59.9%** of residents are satisfied that we keep communal areas clean and well maintained.

This year we strengthened our cleaning and gardening contracts in direct response to resident feedback. These new contracts mean our contractors must meet clear expectations for quality and frequency, while local residents and staff carry out regular inspections and walkabouts

to hold services to account and agree practical improvements.

At Manor Place Depot in south London, residents, local officers and volunteers joined forces to transform a neglected garden space into a welcoming shared area with planting, benches and community vegetable beds. The revitalised space is now used for neighbour meet-ups and informal community events.

Similar improvements are being planned on other estates where residents have identified outdoor spaces that could better serve the community, helping to turn underused areas into safe, attractive places for everyone to enjoy.



Supporting thriving communities

Alongside day-to-day estate management, we invest in projects that help residents feel connected, supported and able to shape local life.

Our Love Where You Live Fund enables residents to run cultural activities, arts workshops and community celebrations that strengthen local ties. For example, at Portobello Road, local residents and artists designed and created new murals that reflect the area's stories and shared history, giving the neighbourhood a brighter, more welcoming feel.



At Longridge Road, residents organised and ran their own community day, bringing together more than 50 households for food, music and activities. The day helped neighbours get to know each other and won a local award for its positive impact, inspiring similar events on other estates.

We see supporting resident-driven projects as an important part of building a sense of community and encouraging more people to get involved in shaping what happens where they live.

Resident voice in neighbourhoods

Residents have more ways than ever to shape what happens in their local area. Neighbourhood walkabouts and inspections give residents the chance to raise concerns directly with local officers and see improvements agreed on the spot.

At Curry Rise in Mill Hill, our early engagement with residents when planning a regeneration project was recognised nationally when it was shortlisted in the Pineapple Awards for public realm and community engagement. Residents helped co-design green spaces, play areas and community facilities to meet local needs.



At Grahame Park in Barnet, our partnerships with contractors and community organisations brought real social value benefits for residents. Projects included local skills training, DIY workshops and employment support. Meanwhile, on the Aylesbury Estate in Southwark, our construction training programme helped local people gain new qualifications and secure jobs in the building industry — supporting households to build financial security alongside the regeneration programme.



CASE STUDY: Bringing the old Aylesbury into the new

As part of the Aylesbury regeneration, we ran creative workshops with local children and families to help them share memories of the old estate and develop ideas for new public spaces and community art. For many residents, this was the first time they had felt directly involved in the early design stages. It means the new Aylesbury keeps a connection to its local identity while delivering better homes and facilities for the future.



My housing officer Chamanthi is always polite and friendly and very helpful she has assured me that my rent payment will be sorted and not to worry.

Abdul showed great customer service by listening to my queries, answering my questions and helping me resolve the problem. He explained what the next steps are.

The visit was very helpful and it was nice to have a sit down with Grace Brady to discuss any maintenance issues we have. I think it would more effective to have more of those visits in the future.

The contractors did a great job on the repairs that was allotted to them. The were very professional in their work as well as arriving on the time that they stated.

James Scott attended to the dispute immediately and got back to me the next day verifying the mistake was an error and will make the necessary adjustment.

I finally managed to speak to my designated contact person. Despite all staff being as helpful as they could when phoning or emailing, it is frustrating and concerning at times that delays occur. However, now having made direct contact and explaining what would help, I am hopeful (and optimistic!) that going forward working together on responsibilities will be more smooth running.

He is really attentive, efficient, interested and listened well. We appreciate his visit. Also checking in before hand and being there at the agreed time was helpful.

I can't think of any negatives as I found that the team that dealt with my repairs were super efficient and an asset to NHG, from the surveyor to the contractors.



Although I am very disappointed with the contractors I am very pleased with the way Sonia deals with me both personally and professionally.

Just make sure you retain her services - the good people seem to move on. I was 100% impressed with her. She was polite, empathetic, listened to what I had to say & responded appropriately. She also seemed highly motivated & has already arranged an appointment for the repair I mentioned.

Very friendly and spoke with kindness. However, It would have been nice to know beforehand as I was about to give my baby a bath before his nap.

Elvis called me to book a convenient time, he is always polite and pleasant to deal with. He carried out his checks and he did this all within a timely manner.



Customer report

WORKING BETTER TOGETHER FOR OUR RESIDENTS

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