

Building homes.
Supporting people.



Our Impact

2024/25



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Chief Executive's Foreword

Welcome to Hightown's Impact Report covering the 2024/25 financial year.

Firstly, I would like to take the opportunity to introduce myself. I am Maxine and I joined Hightown as Chief Executive in April 2025. It is a privilege to step into this role and carry forward Hightown's strong legacy and enduring commitment to delivering positive outcomes for our customers and communities. This Impact Report reflects the tangible outcomes of that commitment, showcasing how our work goes beyond bricks and mortar to positively impact on the lives of our customers and our wider communities.

At the heart of our mission of 'building homes, supporting people', there is a deep resolve to create thriving communities where everyone can live in dignity and security. Whether through safe, comfortable and affordable housing, tailored support services to meet customer needs or local partnerships that drive inclusion and wellbeing, we are proud of the progress made in the past year and inspired by the stories of resilience and growth within our neighbourhoods.

As the housing crisis intensified, with a record high of 170,000 children living in temporary accommodation, in 2024/25 we continued to work towards reducing the pressure on local authorities, building 364 new homes for local families and individuals in housing need and allocating 44% of our lettings to homeless households.

We also expanded and improved our specialist provision for local people most

adversely affected by homelessness, delivering a comprehensive programme of person-centred support via events, activities and workshops.

We know that homes are central to health and wellbeing, which is why this report includes a chapter outlining how we have invested in our existing portfolio to ensure we continue to strive to provide safe, warm and comfortable homes and where every customer feels happy and secure in their Hightown property. We know from our Tenant Satisfaction Measures feedback and ongoing stock condition survey programme that there is still work to do in this area, and we continue to prioritise improvements to the quality and safety of our homes.

We are also committed to ensuring customers' voices are heard and drive improvements to the way we deliver our services – this report spotlights the many ways we have enhanced opportunities for feedback and scrutiny to put customers front and centre of decision-making, such as our new Thriving Together group for customers with lived experience of disability and our award-winning Voice Box group.

We hope you enjoy reading about this work and the impact it has had on people's lives.

Maxine Espley MBE
Chief Executive

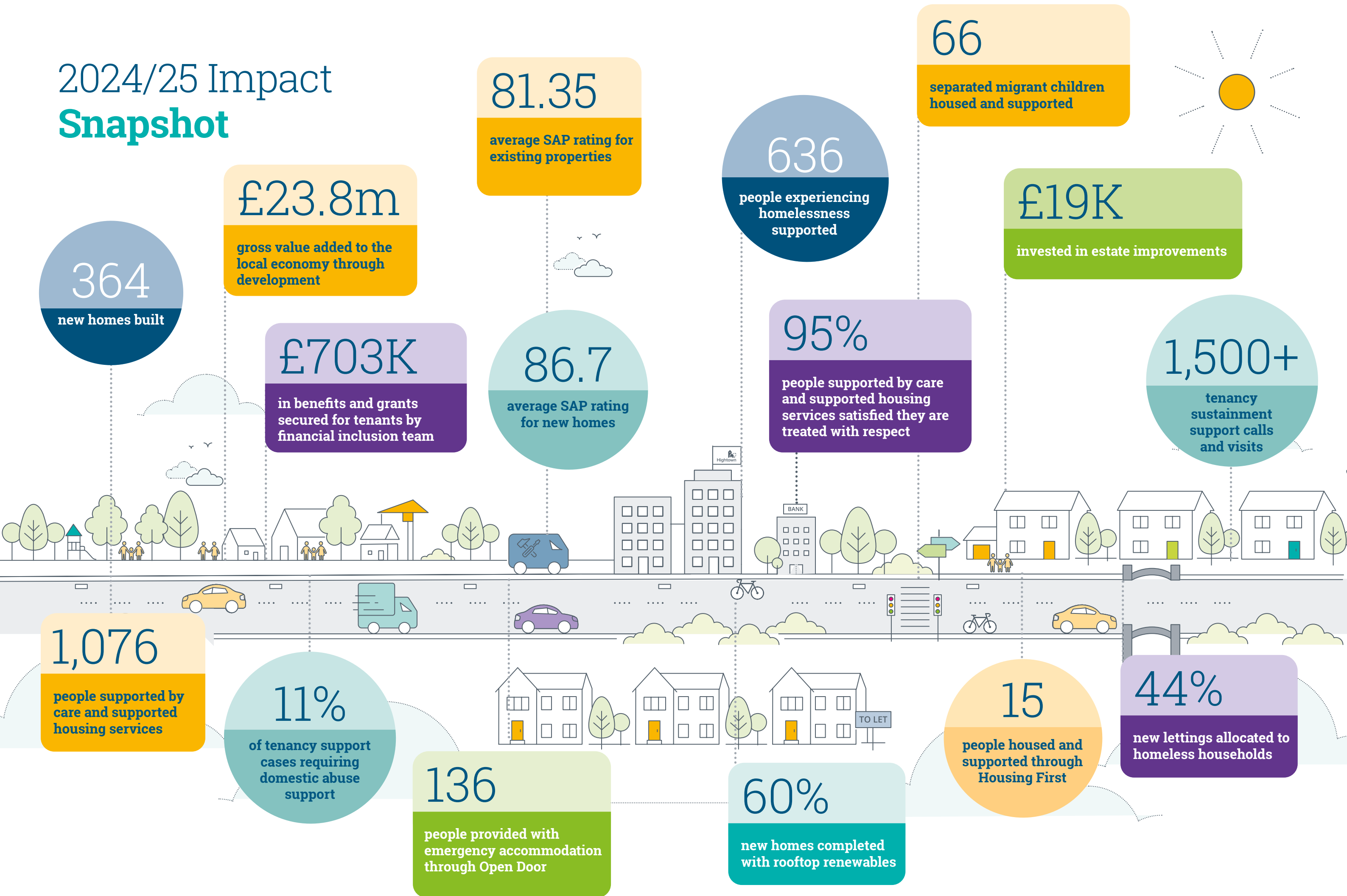


“

Whether through safe, comfortable and affordable housing, tailored support services to meet customer needs or local partnerships that drive inclusion and wellbeing, we are proud of the progress made in the past year and inspired by the stories of resilience and growth within our neighbourhoods.

”

2024/25 Impact Snapshot



Investing in homes and places

Highlights



364

new homes delivered



17.7

days on average to complete a routine repair



£743k

invested in property improvements



100%

homes meeting Decent Homes Standard



83.5%

new homes built for affordable and social rent



£19k

invested to improve safety and surroundings at five estates



£23.8m

gross value added to regional economy



331

full-time jobs created as a result of development programme

During 2024/25 Hightown continued to focus on maximising the delivery of new homes and this remains central to our mission.

With the UK still facing a significant housing crisis, with record levels of single people, children, young adults, and families in temporary accommodation and overcrowded or unsuitable conditions, Hightown is committed to providing homes that are good quality, safe and affordable.

New development

During the last twelve months, Hightown has built 364 new homes, 83.5% of which were for affordable or social rent.

Based on information published by the National Housing Federation (NHF), housing associations are key drivers for economic growth and have a huge financial impact on local communities.

The investment Hightown made in affordable housing in 2024/25 translates to a positive direct impact on the regional economy of £23.8 million gross value added as well as the creation of 331 full-time jobs. These figures are based on the NHF local economic impact calculator.

Hightown continues to be recognised as one of Inside Housing's **Top 10 fastest growing housing associations**, based on completions as a proportion of existing stock.



A placemaking story: Urban renewal in Welwyn Garden City

In September 2024 Hightown began construction of a new development located at Broadwater Road in Welwyn Garden City.

This is an exciting opportunity to increase social and affordable housing in Welwyn, which is undergoing significant regeneration.

The location and design allow us a unique opportunity to build a vibrant and connected community. Broadwater Road is within walking distance of the town centre and benefits from excellent access to public transport links. To support sustainable travel, we will incorporate cycle parking for 128 bikes, as well as storage for 13 buggies. At the heart of the development, a central communal space has been designed to foster social interaction and wellbeing. This green area will provide residents with a welcoming environment to relax, connect and enjoy outdoor leisure.

This site reflects our ongoing commitment to providing quality and sustainable homes. Hightown will install electric heating systems and a combination of air source heat pumps for hot water and electric radiators for heating; these systems are designed to achieve an Energy Performance Certificate (EPC) rating of Band B. There will also be ten electric vehicle charging points on the development.



The scheme will provide **128 new homes** through a mix of one- and two-bedroom flats which have been specifically designed to complement the **existing architectural style of the area.**



“

I felt so happy when I moved here, everything is new.

”



Samuel's story: Inspiring our future house builders

Samuel, aged 10, moved into his new home in Hemel Hempstead with his mum Anna and his little brother in October 2023.

Prior to this the family were living in an older property with less accessibility which made things difficult for Anna who suffers with medical conditions. There was also no outdoor space which meant the children spent most of their time indoors.

Samuel explains how he felt moving into his new home and what this has meant for him.

“Everything is modern and has a really nice design. When I went out and saw the playground, I was so excited, and I am able to walk to school as it is really close by. We have a really nice next-door neighbour, and we help each other,” he says.

Moving to his new home has also given him inspiration for the future.

“

Having a lift has made life much easier. The shops are nearby, the bus stop is nearby, which is really important, especially for a single mum. My children are happy here, there is a massive playground, and they have made new friends. ”

Anna, Samuel's mum

“

Samuel says:

I want to be a site manager in the future. Watching all the building work and the builders, I was really interested to see what goes inside. Hightown is a really good housing association. They build houses for people with disabilities and special needs, they build them really well and make them nice. ”



A community story: Reimagining a neighbourhood

Some of our developments give us the opportunity to not only support those in need of affordable housing, but businesses, charities and other organisations. In doing so, we build more than just homes, we build communities.

Maylands Plaza, Hemel Hempstead is a modern community space, housing people in high quality,

sustainable homes and providing services for everyone across the Maylands employment area. In addition to owning and managing 288 affordable homes there, Hightown also lets 13 commercial units.

Alongside the retail offer and newly developed housing, Adeyfield Free Church has also moved its facilities onto the plaza. Not only does the church offer a place of worship, but a place to come together.



“

We were attracted to Maylands when the plaza was first being built and we have seen an increase to business since other parts of the development have been finished. The plaza, which has shops, services and houses, has created a thriving community.”

Jacob Braizer from Pure Foods, one of our commercial tenants

“

There is a lot of development around the area and a lot of properties so we can see the influx. I've found that a lot of patients that come here live local to the practice.”

Dr Nikhil Petal from the Maylands Dental and Aesthetics Practice

“

We have an onsite preschool which is incredibly popular with the young families around here. We have the café area which is now a 'meet and eat' community space. People come in and do crafts while they are just chatting.”

Penny Stuart, Elder at Adeyfield Free Church

“

The reason why it is important to have church and homes together is the sense of community. The church has often been seen as a way of reaching out to the community.”

Reverend Paul Stein Adeyfield Free Church

Maintaining homes

We invested £743,496 on planned maintenance during 2024/25 to improve our homes and allocated a further £5.14 million to routine repairs. Our improvement programme included safety works and upgrades to increase the environmental performance of our homes, including £527,835 invested in window, door and heating and hot water replacements.

As our rolling programme of stock condition survey continues, adjustments have been made to the energy ratings of our homes. By the end of the 2024/25 financial year, 7,004 of our rental homes were rated EPC Band C or higher, equating to an average SAP rating of 81.35, with 41 properties at Band D and none below Band D.

In 2024/25, on average it took 17.7 days to complete a routine repair, with 97.8% of emergency repairs and 93.7% of non-emergency repairs completed within our timescales. According to our latest Tenant Satisfaction Measures perception survey, 73.5% of our residents are satisfied they have a well-maintained home and 76.5% are happy with how long it took to complete a repair.

Building safety

In response to the introduction of the Building Safety Act 2022, as well as regular updates to legislation relating to building safety and quality, we continue to prioritise the welfare and safety of our customers. Hightown continues to support reforms which see increased rights and protections for residents and homeowners and continues to invest in safety works and repairs as well as a dedicated building safety team.

According to a snapshot of our homes at the end of 2024/25, 100% met the Decent Homes Standard and 100% had a current accredited gas safety check. Over 95% of our homes have a current fire risk assessment, and over 96% of our communal passenger lift safety checks are up to date.

Working with our customer panel (Resident Voice and Scrutiny Panel), we are reviewing repair timescales and our responsibilities to customers. With new timescales for dealing with damp and mould and emergency repairs under Awaab's Law coming into effect in October 2025, we are dedicated to ensuring we meet these standards.

Improving communities and neighbourhoods

Each year we run an annual estate improvement programme which gives our customers the opportunity to suggest works to improve their surroundings. This provides a sense of ownership and community and enables customers to have a voice in improvements, fostering pride in where they live. In 2024/25 Hightown invested over £19k in this programme and, with the input of the Resident Voice and Scrutiny Panel, improvements were made to five estates. Works included the installation of internal post boxes as well as new and additional CCTV installations.

73.6%

residents satisfied their home is safe*

*2024/25 TSM survey

62.7%

residents satisfied with their communal areas*

**2024/25 TSM survey

100%

homes with accredited gas safety checks

95.2%

homes with compliant fire risk assessment

96.7%

homes with compliant lift safety checks

81.35

average SAP rating across general needs homes



Championing people and communities

Highlights

At Hightown, our mission goes beyond the provision of housing. We are dedicated to providing environments that offer safety, stability and the opportunity for our customers to succeed and prosper.



384

vulnerable tenants assisted with their finances and wellbeing



£40.8k

funded through local partnerships to sustain tenancies



£664k

recovered in additional welfare payments



68.3%

satisfied with Hightown as a landlord



1,500+

successful tenancy sustainment support calls and visits



£14.8k

paid via tenancy sustainment fund



111

foodbank vouchers issued



11%

tenancy support cases linked to domestic abuse

With record levels of homelessness in England and an ongoing housing crisis, as a housing association and founding member of the Homes for Cathy homelessness campaign, we work with our customers to support tenancy sustainment and encourage other social landlords to do the same. We are committed to the ethos of 'eviction as a last resort', focusing instead on early intervention, engagement and communication.

Sustaining tenancies

When we carried out our 2024/25 Tenant Satisfaction Measures survey, we also took the opportunity to ask customers about affordability – 11% of customers told us they struggle to pay their rent and service charges and a further 16% are worried about meeting these costs in the future. Our tenancy support team provides a person-centred approach to supporting customers facing financial hardship, working alongside our income recovery and housing teams. This collaborative approach provides us with the opportunity to understand the wider issues our customers are facing and ensures we are able to provide appropriate support, advice and signposting.

No two tenancy support cases are the same and each person we work with requires a tailored approach to achieve the best outcome. Financial hardship is not solely attributable to the cost of living crisis or employment-related challenges; in many cases our customers face complex and ongoing issues, often rooted in past trauma or adverse life experiences. For example, 11% of the cases referred to our tenancy support team have links to domestic abuse.

The support we put in place varies dependent on circumstance and need, but often includes:

- Welfare benefit advice, advocating for grants, support with statutory funding applications and income maximisation.
- Budgeting support.
- Collaboration with partners and external organisations including social services and the NHS.
- Health and wellbeing support, referrals and signposting including to charities such as MIND.
- Referrals to furniture projects or support in accessing grants for furnishings.
- Energy and foodbank vouchers.

This service and our approach of 'eviction as the last resort' has been instrumental in maintaining low eviction rates. In 2024/25 there were a total of 36 evictions across both general needs and care and supported housing. It is important to note that a proportion of these cases involved customers who had abandoned their properties.

Lisa's story* From strength to strength



After a 15-year journey encompassing drug dependency, homelessness and insecurity, Lisa* has recently moved into her Hightown home through her local authority's housing register.

It was important for Lisa to stay in her current area to enable access to her support network; having seen a local property become available she started the bidding process and was successful. Now in recovery and with a home to call her own, she is looking forward to a settled future and plans to return to work.

Over the last ten years, Lisa has primarily lived with ex-partners. In one case, a drug related co-dependent relationship led to her experiencing frequent spells of homelessness, staying with friends and family or sofa surfing.

Lisa explains:

"Living with ex-partners, they could always ask me to leave or chuck me out; I needed my own place."

When asked how she felt successfully bidding and being allocated her home, she says:

"I was over the moon; it is so quiet and lovely. As soon as I saw it, I had my heart set on getting this place, but I never think anything good is going to happen for me, so I was just so happy to get it. It has a really lovely vibe."

Lisa has received support from Hightown's tenancy support team to access benefits and financial

support; she has also been assisted by Hightown in setting up her utility bills, something she normally needs help with. Commenting on the officers she has worked with, Lisa adds:

"They were brilliant, just absolutely brilliant – they are two people who love their jobs. I needed some help and support and that's exactly what I got. Everything they said they were going to do they did. I was struggling financially and with things like forms. Every little thing was a worry, but they helped me - I wouldn't have known where to start as I get very overwhelmed."

Having a permanent home which provides her with security and confidence has enabled Lisa to consider her future. She no longer uses drugs and is thinking of future employment.

She concludes:

"A job that I'd love to do is caring for the elderly. I struggle with my mental health, and I do get quite down, but having this home has almost made me whole again. I've always had places that I could get told to leave, but with this place no one can ask me to get out, it's all mine. It has literally put me back together."

*Name has been changed to protect identity

“

Since I first started working with Hightown, it has gone from strength to strength. Every single person I have spoken to, just everything has been lovely.

”



Alleviating hardship

During 2024/25, Hightown assisted residents in accessing over of **£703k** in grant funding and benefits, primarily from supporting customers with applications for additional welfare payments and for grants from locally run schemes and partnerships.

We also have our own tenancy sustainment fund, which is in place for customers facing extreme hardship to support with costs such as flooring and carpets, furniture, deep cleans, moving costs and white goods. In 2024/25, **£14.8k** was accessed through this fund and, as a foodbank voucher signatory, we were also able to issue **111** foodbank vouchers.

Jen's story* Moving forward after domestic abuse



Jen* became homeless after suffering severe abuse from her ex-partner and needed to move out of the area she had lived in for many years to ensure her safety.

Following stays in temporary accommodation, Jen moved into her permanent home with Hightown in the summer of 2024. Moving into permanent accommodation in a new location was a massive change for Jen and she understandably questioned whether she had done the right thing, however it has proved the starting point for a more stable future.

As a result of her experiences, Jen now struggles to use the internet or complete forms. The support provided by her tenancy sustainment officer has meant they were able to work together to settle Jen into her new surroundings, including referrals to local mental health services and counselling sessions. Jen was also supported to set up her new utility providers including emergency assistance one evening when she found herself without power, not realising she

was using a pre-paid system. Hightown was able to organise emergency credit through the supplier to ensure she was not left without electricity.

Coming from a background of homelessness and domestic abuse can often mean you are starting over. This was certainly the case for Jen, who, on moving into her new home had very little. Hightown was able to support Jen with a grant for moving costs as well as vouchers to furnish her home. Sometimes, Hightown is in the fortunate position to be donated furniture; on this occasion, the association was able to gift Jen a few household items, including a bed and mattress, so she could make her property feel like a home.

When asked what her hopes for the future were, Jen says:

"I just want to be safe, have peace and be a good mum to my kids. Hightown has given me a fresh start and helped me to rebuild my life."

*Name has been changed to protect identity

“

Hightown worked with me to give me exactly what I needed, a small place I can call home, feel safe and still be close enough to my family. ”



“

I can't thank my tenancy sustainment officer enough. She has gone above and beyond and everything she said she would do she has done; she has never let me down. This has helped me meet new people and make connections with other women who have experienced similar situations. ”

Empowering our tenants through inclusion

In 2024/25 we appointed a dedicated resident involvement officer who has focused on building strong relationships with customers and creating more accessible pathways for involvement to make it more flexible and inclusive, encouraging participation from a broader range of customers.



We have introduced a new 'Get Involved' menu of participation opportunities to promote co-production in shaping our services, improving homes and creating stronger communities. Alongside this, a new 'Thriving Together' group has been set up for customers with lived experience of disability to share insights and give feedback to improve accessibility and inclusivity of our services to enhance customer experience.

In the last twelve months, we have maintained our Residents' Voice and Scrutiny Panel (RVSP), a formal resident led group that plays a role in evaluating our performance, services and policies and shaping how we operate and deliver services going forward.

A key priority for the panel is to assess the impact and value for money of our resident involvement activities. The group has also provided feedback on the results of an independent review of how Hightown responds to reports of damp and mould, considered and approved resident bids for estate improvements, assisted with the drafting and publication of our residents' annual report and scrutinised our performance in key service areas. The chair and vice chair also took part in the recruitment process of our new chief executive and co-opting three independent resident members to our Operations Committee.

In 2024/25 our customers were involved in:

Resident Voice and Scrutiny Panel

Joint Resident Voice and Scrutiny Panel & VoiceBox workshops

Co-opting independent resident members to our Operations Committee

Participation in the recruitment of our new CEO

Complaints Scrutiny Group

Repairs surveys via post and email

Annual summer events on estates

Parking consultations

Anti-social Behaviour Scrutiny Group & ASB webinar

Housing Officer meet & greet events

Festive open day at Maylands Plaza, Hemel Hempstead

Anti-social behaviour door knocks working in partnership in the community

Focus groups: contractor code of conduct, review of neighbourhood policy, carer support, Tenant Satisfaction Measure action plan, re-let standards

Resident job search skills workshop





Complaint handling

When we asked our customers in 2023/24 how Hightown could improve as a landlord, the complaints process was identified as a key focus area. This year, we established a central complaints team, to improve our work to resolve complaints as early as possible, improving the experience of our customers and putting things right promptly.

Despite the team having only been in place for two months when our 2024/25 Tenant Satisfaction Measures Survey was undertaken, satisfaction with complaints had already increased compared to the previous year. More work is being undertaken in this area to learn from each complaint and improve services to meet our residents' expectations.

Anti-social behaviour

Managing anti-social behaviour (ASB) effectively is key to ensuring residents feel safe and can live happily in their homes and communities. The Chartered Institute of Housing (CIH) developed the 'Respect: ASB Charter for Housing', a framework to help social landlords improve their ASB services. Hightown has been a signatory of the charter since its launch in 2011. It is focused on seven core commitments and aims to tackle ASB issues head on, with flexibility and a focus on positive outcomes.

To strengthen our approach to preventing and addressing ASB, Hightown has a dedicated ASB officer within the housing team to manage more complex cases. This role has enabled us to further strengthen relationships across statutory agencies and support services such as the police, mental

health services and environmental health. Hightown co-funds a local police community support officer (PCSO) in Hemel Hempstead and is involved in regular multi-agency meetings working in collaboration to tackle ASB across our communities.

During the last year, the Housing team carried out face-to-face door knocks across 18 estates in partnership with the police in response to reports from residents. The door knocks are a useful tool for residents to raise ASB concerns on their estates and for the Housing team to gather feedback and information to investigate and tackle ongoing behaviour. The door knocks have resulted in pro-active actions on the day such as speaking to alleged perpetrators and agreeing an acceptable behaviour agreement. These actions help to reassure residents of that estate that action is being taken in response to their concerns. Enforcement action has reached its highest levels this year, with six ASB Injunctions applied for, five of which have been successfully obtained. Additionally, two Full Closure Orders have led to possession action on mandatory grounds, and two notices have been served to end tenancies due to severe ASB. These measures reflect a firm and assertive approach in tackling the increased levels of ASB and ensuring safer communities.

“

My job is to recruit more residents to become involved with Hightown and be the voice for other tenants. I am passionate about working with residents and really enjoy the role I have at Hightown. I am looking forward to involving more residents in the work that I do and supporting them to be a positive voice for the people that they represent. ”

Elaine Rixon, Resident Involvement Officer

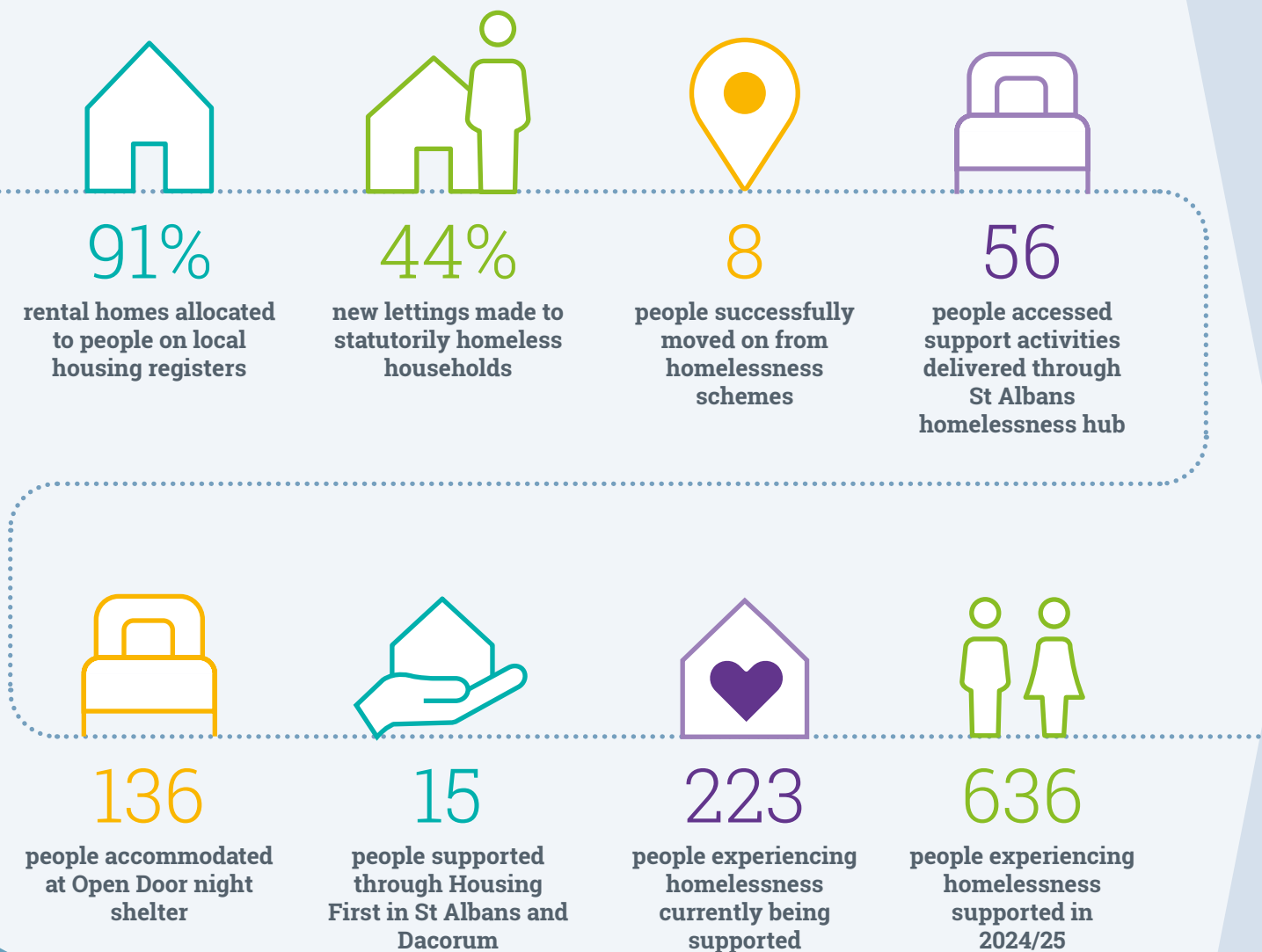
“

The tenancy support team supports residents to set up their tenancy, or reduce risk to a tenancy, where additional support needs are present. This could include maximising income and working alongside support agencies. Tenancy sustainment is a roller coaster; some days are difficult but when you get a 'win' it makes it all worth it! For example, getting a grant which clears rent arrears and prevents eviction, or a successful furniture application which allows a domestic abuse victim to start fresh in a new tenancy. I'm motivated by helping other people and love seeing tenants progress over time. I have the pleasure of helping tenants settle and become more stable in their tenancy, until they can manage without our input. ”

Sarah-Jane Jackson,
Tenancy Sustainment Officer

Ending homelessness

Highlights



Latest figures show that a record **324,990** English households were assessed by a local authority as homeless or threatened with losing their home.

There is a widespread misconception that homelessness solely refers to individuals sleeping rough and living on the streets.

In fact, the charity Shelter estimates that at least 354,000* people across England are currently homeless – many more than reflected in official statistics. Sofa surfing and families living in temporary accommodation are just two examples of homelessness that illustrate its less visible reality. As a housing association, we play an essential role in tackling the homelessness crisis, from providing emergency accommodation to delivering permanent homes and homelessness prevention measures.

Meeting local housing demand

We recognise that people can become homeless for a whole range of complex and overlapping reasons and we work with our local authority partners to meet different types of housing need in the local community, including delivering specialist supported homelessness accommodation for those who need support to live independently.

At Hightown, we work directly with the local authorities in the areas we operate, prioritising the housing of individuals and families from their housing registers. This approach, combined with our commitment through Homes for Cathy to maintain a flexible allocation and eligibility policy, allows us to provide safe and secure housing to those most in need. In 2024/25, 44% of our new lets were made to those classified as homeless.

We understand that many of our residents and people we support have long-term and complex needs. To help safeguard their tenancies and wellbeing, our tenancy sustainment team provides tailored support, including signposting to relevant services, guidance on budgeting, and assistance with accessing benefits and grants.

* Source: Shelter, December 2024.

Of these, **178,560** were assessed as experiencing homelessness and **146,430** were considered threatened with homelessness. Meanwhile, the number of households in **temporary accommodation reached 117,450** and **4,667 people were sleeping rough**.*

*MHCLG Statutory homeless in England



Homelessness services

Since 2023, we have been partnered with St Albans City and District Council to operate a homelessness hub for the district. Supported by funding from Homes England, the launch of the hub has further developed the homeless pathway, co-ordinating access and expanding service provision, offering vital programmes focused on health and wellbeing, employment and tenancy ready skills.

Our Open Door service, which provides emergency accommodation, has developed a collaborative forum for partner organisations and agencies, fostering a coordinated, targeted approach to supporting those facing homelessness to maximise positive outcomes. Recent stakeholder engagement led by Hightown has been undertaken to inform decisions on how additional resource can be directed to Open Door to evolve and strengthen outcomes for those requiring support.

Alongside Open Door, Hightown operates a range of other homelessness services for both adults and young people; these include newly opened Alexandra Road, Hemel Hempstead and recently refurbished Martin House in St. Albans. From September 2024 we won a new contract to deliver 15 units of supported housing for homeless young people in Buckinghamshire, providing medium support to people aged 16-25 across the area. We were also successful in our bid to deliver support and accommodation for 20 adults experiencing homelessness and multiple disadvantage within Broxbourne. Across our 22 homelessness services in Hertfordshire and Buckinghamshire, we provide up to 223 people at any one time with a place where they can feel safe and supported. Each scheme offers a stable supported environment based on the Psychologically Informed Environments (PIE) approach which provides person-centred care with consideration to past trauma, individual behaviours and overall wellbeing.

A holistic approach to independent living

Alongside our specialist support teams, our homelessness hub coordinator has continued to support people experiencing homelessness into housing, activities, education and training. The coordinator works with existing Hightown residents and people we support and also takes referrals from partners and other organisations for people who can benefit from the services we offer.

In 2024/25, a total of 356 individuals accessed over 50 different homelessness hub activities, including peer mentoring, tenancy ready skills, woodcraft, DIY, arts and crafts, healthy cooking, fitness sessions, gym visits and social activities. We also ran focused training and educational workshops covering important topics such as addiction, anger management, emotional regulation, trauma (PTSD and complex PTSD), anxiety, depression and low mood, budgeting and diabetes awareness. A number of themed meals and events saw the people we support enjoy a curry night, steak dinners, Mexican and pizza night alongside World Brew Day. Activities and events held generated high levels of engagement, some of which were co-designed and led with people we support. 80% agreed they would take part in workshops and activities again and 85% agreed they found the sessions beneficial and enjoyable.

Supporting health and wellbeing

In 2024/25, we organised free one stop clinics providing a range of health and wellbeing activities in St Albans and Hatfield, which were open to anyone currently experiencing homelessness, regardless of whether they were a Hightown resident or person we support.

Hightown joined forces with several partners and external support agencies to offer vital services including liver screening, hepatitis C testing, eyesight testing, blood pressure monitoring, haircutting and podiatry. The charity Mind signposted attendees to local mental health support and One Impossible Thing donated pre-loved trainers.

Making every adult matter (MEAM)

MEAM (Making Every Adult Matter) is a coalition of national charities, that represents over 1,300 frontline organisations across England. Hightown is a member and chair of the Hertfordshire MEAM Partnership to combat homelessness.

Working together, partners support local areas across the country to develop effective, coordinated services that directly improve the lives of people facing multiple disadvantage such as homelessness, substance abuse, contact with the criminal justice system and mental health.

Adults experiencing this combination of problems may fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives. The MEAM approach provides an opportunity to bring together key local stakeholders across all sectors, to focus on fresh thinking towards identifying new approaches.

“

I'm going through a rough time at the moment and the activities gave me a massive lift mentally.

”

St Albans Homelessness Hub attendee



356

individuals accessed over 50 different homelessness hub activities 2024/25

Since the inception of the Housing First project, **15 people have been housed** who previously may not have had any sort of permanent housing option, or who had struggled to maintain a tenancy.



A Housing First approach

Since 2020, Hightown has delivered a Housing First project in partnership with St Albans City and District Council and Dacorum Borough Council.

Housing First is a highly effective approach aimed at providing secure and permanent housing to individuals experiencing chronic homelessness. Developed in the United States, the model prioritises housing as the foundation for stability, allowing individuals to address underlying challenges such as mental health issues, substance abuse and unemployment.

Since the inception of the project, 15 people have been housed who previously may not have had any sort of permanent housing option, or who had struggled to maintain a tenancy. From these tenancies the overall tenancy sustainment rate stands at 93.3%, demonstrating the success of Housing First in supporting tenants to maintain stable housing, offering more than a short-term solution to housing issues.

The longest sustained tenancy under our Housing First scheme is just under five years. The client, a former care leaver and victim of county lines exploitation and modern-day slavery, had a history of offending and rough sleeping. Their journey included challenges with anti-social behaviour (ASB) and multiple police interactions, leading to a notice seeking possession. However, with legal support and Housing First advocacy, their appeal was upheld, allowing them to maintain their tenancy.

Our Housing First scheme has significantly improved clients' access to mental and physical health services, as well as drug and alcohol support. Our Housing First coordinators assist in making appointments, provide reminders and accompany clients when needed. Multi-agency meetings ensure that clients receive comprehensive support, with TAM (Team Around Me) meetings enhancing collaboration and putting each person at the centre of their support.

“

This service is life changing for people like me. It's still very hard to believe that I am here, that I've got this. To be given a place like this is more than I ever could have wished for, I feel like I'm worth it now. ”

Liana, Housing First client

A national commitment to ending homelessness

The Homes for Cathy group was established in 2016 to lobby for housing associations to do more to meet the needs of people experiencing homelessness. Our membership of the group and adoption of its voluntary commitments has helped us maintain a strong culture of homelessness prevention, fostering an ethos of continuous improvement to services, policies and practices and an ambition to work with partners to deliver homes and services that meet local need. Most notably, during 2024/25 we continued to expand our homelessness service offering into new localities, including Buckinghamshire and Broxbourne, while innovating within existing services to ensure they continue to provide effective, person-centred support.

As the number of families in temporary accommodation continues to rise, our Development team has encouraged strong, effective partnerships with local authorities experiencing acute housing need to navigate the planning process and unlock new sites for development. One example is the redevelopment of the Barnfield College campus in Luton, where we are building family-sized homes to meet local demand for larger properties.

Meanwhile, our Housing department has actively sought opportunities for collaboration across internal teams to safeguard at risk tenancies, embracing 'early intervention' approaches to tenancy sustainment that save time and resources further down the line and mean that vulnerable tenants can avoid potential rent arrears.

85
people completed
homelessness hub
activities in 2024/25





Kelly and Rory's story:

A home together

Kelly and Rory have been in a relationship for 11 years and have spent ten of those living separately due to their journey with homelessness.

Initially living together with a family member, they then found themselves homeless when they were evicted with nowhere else to go. For the next decade they had to live away from each other in hostels and other temporary accommodation; however, through their determination and belief that something better was coming for them, they stayed together. In 2023, Hightown housed them in a new one-bedroom flat, allowing them to continue their life together with safety and security.

The couple were happy and excited to be moving in after spending so much time apart and couldn't wait to start their life together. Having a permanent place to call home has made a huge difference to Kelly and Rory's wellbeing and confidence.



“

It's kind of perfect for us. I love it when we live together.

”



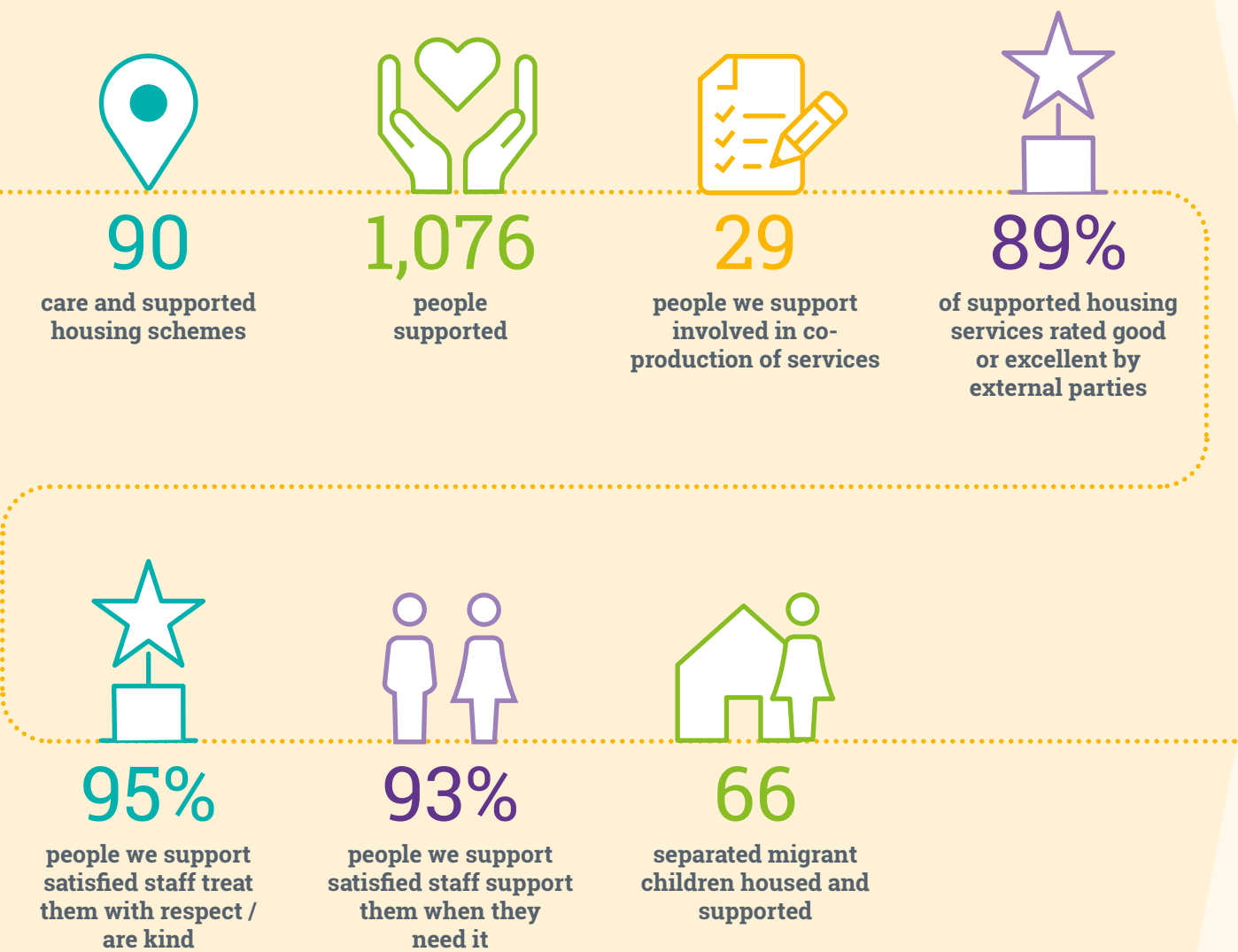
Between January and December 2024, in the 15 local authority areas where Hightown is active.

7,789 households were statutorily homeless.

*MHCLG Statutory homeless in England

Supporting independence

Highlights



At Hightown, our social mission extends beyond delivering high-quality, affordable general needs housing. We are equally dedicated to providing exceptional homes for individuals in our communities who require specialised support.

We currently operate over 90 care and supported housing (C&SH) schemes, offering a range of tailored services designed to meet varying levels of need. These include support for individuals facing multiple disadvantage, who have physical or learning disabilities, those with mental health needs, children transitioning to independent living and low-level tenancy sustainment support in the community.

Across these provisions we engage with and support a broad spectrum of cohorts, including care leavers, looked after children, individuals experiencing homelessness, and, in some cases, refugees and separated migrant children.

Historically, care and supported housing services have faced significant pressures and funding constraints. Despite these persistent challenges, we remain resolute in our commitment to maintaining the highest standards of quality, safety, and service. We continue to expand and enhance our care and supported housing provision for both adults and young people and, in December 2024, we were selected as the preferred provider to deliver an adult learning disability service in Aylesbury; Seabrook Court comprises 20 self-contained flats with 24-hour

care, tailored to helping individuals live as independently as possible.

As with the services and support we offer to our general needs residents, our approach to delivering C&SH services is person-centred. We continuously review and refine our operations to ensure we deliver the best possible quality care and accommodation, prioritising cost effectiveness while maintaining uncompromising standards of safety for every person we support.

We continue to focus on the ethos of ‘what is strong’ rather than ‘what is wrong’. In doing so, we encourage and empower the people we support to reach their potential, foster independence and build self-reliance.

Our C&SH teams promote self-help whilst balancing the right level of support and assistance as requested and required;



93% of the people we support believe we get this right.



“ It is a group of people who are supported by Hightown staff, working together to try and improve the quality of the services provided. ”

Gemma, who we support and who volunteers for VoiceBox

Giving the people we support a voice

One of the main purposes of our C&SH services is to provide accommodation-based support which empowers people to live with confidence, choice and independence. One of ways we ensure we are achieving this is through our award-winning co-production model, VoiceBox.

VoiceBox meets regularly to review and scrutinise the quality of our C&SH services. There are several focus panels under the VoiceBox banner which give the people we support the opportunity to input into different areas of the organisation, including recruitment, complaints, mystery shopping and short-term projects. Members of VoiceBox also get involved with editing Your Voice, Hightown's C&SH focused newsletter.

Not only does VoiceBox provide a co-production opportunity and valuable insight, it also provides the people we support with a sense of achievement.

VoiceBox has recently expanded to include the VoiceBox Improvement Panel (VIP member), a dedicated forum that convenes quarterly to review progress against an action plan and support the group's ongoing development. Each VoiceBox panel now has a nominated VIP, who has the opportunity to feedback on what their group has achieved over the past quarter and helps shape new areas of focus.

“ I was asked if I was interested in helping others, helping their lives, how we can make things better at Hightown, that's what sold me on VoiceBox. It's very rewarding being able to help other people, it gives me a sense of purpose and direction, it does as much good for me as it does other people. It gives me self-respect. ”

Kevin, VoiceBox member

“ We get together on a regular basis to find outcomes, look at how to deal with complaints, opinions and comments, and to take action.

I am the new mystery shopper representative. We go out to different schemes, and it involves feedback to staff and people who use Hightown's services.

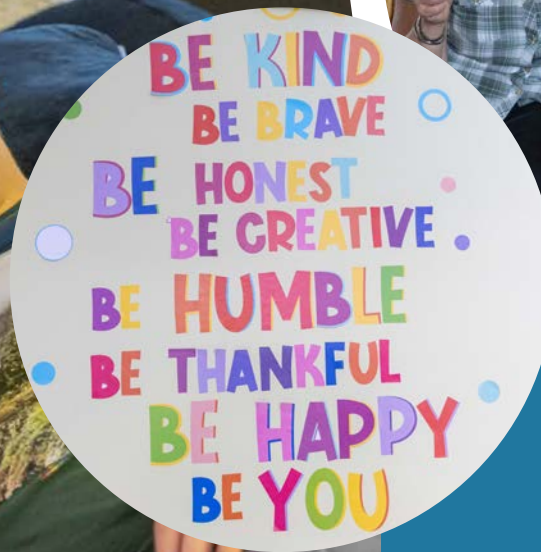
It means I can get out and about and do all sorts of things. It gives me satisfaction and a challenge. ”

Steven, who we support and who is involved in VoiceBox

Activities and adventures

As part of our commitment to providing the highest quality care for the people we support, we provide and encourage their participation in a wide range of activities, outings and celebrations. These are primarily planned and organised by our specialist teams within each service. Over the last year these have included:

- Co-creating improvements to their living environments, for example interior design choices and mural paintings
- Parties and celebrations including birthdays, religious holidays, Halloween and Valentine's Day
- Outings and day trips chosen by the people we support including the beach, theme parks, zoos, holidays, football matches, cinema, meals out, bowling and crazy golf
- Arts and crafts
- Cooking
- In-house music festivals
- Health and wellbeing events
- Life skills workshops
- Sensory activities



The feedback received from the people we support highlights the positive impact of these activities - whether by fostering shared experiences and lasting memories, instilling a sense of achievement or supporting continued steps towards greater independence.

“

The journey has been an adventure, it took me a long time, but I've finally found a job that I love.

”

“

I'm really honoured to have the award because it means I'm making a difference to people's lives, and it recognises all the work I have been doing. It was really emotional watching the video about my journey, and it just made me really proud of everything I have achieved so far.

”



Lola's story: Award winning independence

Lola has been a Hightown resident since September 2023; she has learning disabilities and accesses support through our C&SH services.

Lola values her independence; she is currently learning how to drive and has a range of hobbies and interests including yoga and socialising with her friends. Moving into a Hightown property was another positive step for her.

Still living close to her family also means she can access additional support when she needs it. Lola is passionate about helping other people through her lived experience. Two years ago, following a discussion with her district nurse, Lola applied for a co-trainer and expert by experience role with the Hertfordshire Care Providers Association and was successful.

Lola is now a co-trainer of Oliver McGowan mandatory training on learning disability and autism; it aims to save lives by ensuring those who work in health and social care have the skills and knowledge to provide safe and informed care.

Lola says,

"I talk to groups of people about my disabilities to help doctors and nurses make reasonable adjustments and to explain how they can make a difference. It's important because everyone has a voice and it makes people more aware of what is going on."

Lola has recently won the Rumble Awards 'Leading Light' award, which celebrates people with learning disabilities who have shown how to make other people's lives better through lived experiences.

“

I was living at home with my mum and sister, but we made the decision I would be more independent, so we took steps, and it all worked out - I absolutely love it.

”



Safe, secure spaces for young people

Hightown operates a number of supported housing services for children and young people aged between 16 and 25; these include semi-independent living schemes and housing and support for separated migrant children.

Under the new Supported Accommodation (England) Regulations, introduced in 2023, Hightown has successfully registered with Ofsted, which means we are recognised as a provider that meets the stringent standards set out by the regulatory body and are held accountable via its rigorous inspection programme.

“Music is my passion. If there was any way to make all of your cells alive, it would probably be through music. Sometimes there are things that you don't want to talk about, but you know it needs to be said, and music can really establish what you are saying, if not more.”



Montana's story: A creative, focused and determined future

Montana is one of the young people we support through our young people's housing service. She has been with Hightown since September 2024 and has grown in confidence and motivation; she has ambitious plans for the future and the determination to achieve them.

When asked about her favourite aspect of where she lives, Montana shares, “I would probably say it's the support I get.”

Initially she was allocated two support workers, however during her time with Hightown, this has now been reduced to one. Montana has always considered herself as independent but finds the simple act of communicating with her support worker makes a huge difference.

The support Montana has received has encouraged her to be more open and confident to address difficult periods in her life. She says,

“I've always been reserved when it comes to talking about things that upset me, but the support has shown me you don't always need to be, you can actually just talk about it.”

Highlighting how the work she has done with her support worker has had a positive impact on her.

Montana was already in employment when she came to Hightown's service, but she was unhappy in her job so decided to leave. Struggling to find work, especially in a new area, she set a goal with her support worker, and with their support found a new job. She is now working in retail part-time, but having gained a promotion, is planning to move to full-time work.

Montana also has a love of music and has written a song called 'Evolve' based on her experiences with Hightown, and her dream is to develop a career in music.

She adds,

“I want to further what I am doing now but to a higher level. I would like to get off the ground and get known, that would be a big achievement for me.”

“

We talk about my day, everything that is going on; they help you strive to become a better person.”

“

One hundred per cent I've grown as a person, and I like the direction of the person I am growing into. I cherish the support I get, it makes me feel like people are listening. There are so many people that do things behind the scenes, there are so many pieces of the puzzle, so I would just like to say thank you.”

Building a greener future

Highlights



81.35

average SAP rating for general needs and C&SH properties



86.7

average SAP rating across new homes



69.7%

rental homes* rated Band B and above for energy efficiency



£527k

invested in energy efficiency works to existing homes



59.9%

new homes completed benefit from electricity generated from rooftop renewables



180.8

tonnes of carbon saved at Hightown central office

*Based on total of 7,045 rental homes where Hightown has Decent Homes Standard responsibility



We continue to investigate ways to offset carbon emissions not only through our new build specifications but also through biodiversity measures such as tree planting.

According to research by the National Housing Federation, fossil fuels used in homes contribute to 21% of England's carbon emissions, with social housing accounting for 10% of this figure.

On average, housing association homes are more energy efficient than other homes in the UK; roughly 2.1% of England's total carbon emissions come from fossil fuels used in social housing.

At Hightown we have a continued commitment to sustainability and reducing our environmental impact. Our objective is to deliver new homes that are not only economical to maintain and live in but that also contribute to the UK's broader commitment to achieving net zero carbon emissions.

Sustainability in development

One of Hightown's key ambitions, as identified through our Development and Landbank Strategy, is to increase the supply of quality, affordable and sustainable homes, an objective which is underpinned by our strategic aim to construct all land-led schemes to the Future Homes Standard which was due to be introduced in 2025.

The Future Homes Standard (FHS) aims to significantly reduce carbon emissions from new homes. The standard outlines that new homes should produce 75-80% fewer carbon emissions compared to those built to the previous 2013 standards, with a focus on reducing heat waste and improving energy efficiency through 'fabric first' construction methods and installing low-carbon heating. In 2024/25, nearly 60% of our new homes had rooftop solar panels installed. We are also investigating various other methods to meet the FHS, including build packages with elements of off-site construction.

Our Development and Landbank Strategy, approved in November 2023, required that we commit to low carbon electric heating and hot water systems on Hightown sites and prioritise s106 schemes with low carbon systems.

In November 2024, we revised this objective to commit to low carbon electric heating and hot water systems

on all sites. From February 2024 to February 2025, our Board approved 15 new development schemes, comprising 560 new homes. Of these new schemes, nine will have low carbon heating and hot water systems, totalling 395 (71%) of new homes approved. All the schemes our Board has approved since November 2024 will have low carbon heating and hot water systems installed.

As a result of this ongoing commitment to renewable energy sources combined with high levels of insulation, last year we fulfilled our strategic aim to achieve a minimum EPC rating of Band B and higher across all 364 new homes we developed, achieving the following:

- A rating (SAP 92 & above): 59 homes (16%)
- High B rating (SAP 86-91): 95 homes (26%)
- Low B rating (SAP 81-85): 210 homes (58%)

We are keen to encourage our residents and people we support to consider ways they can reduce carbon usage, for example with sustainable travel and transport measures, while providing adequate cycle parking and electric vehicle charging points and building homes in sustainable locations with access to public transport.



Biodiversity

From February 2024, for all new developments comprising ten homes or more it became mandatory for house builders to provide a 10% Biodiversity Net Gain (BNG); this also applied to smaller sites from April 2024.

BNG is an approach to development that aims to leave the natural environment in a measurably better state than before, meaning developers must compensate for any biodiversity losses caused by the development. This increase can be achieved by creating new habitats, enhancing existing ones, or a combination of both either on or off-site. BNG can create more attractive and healthier places for people to live by incorporating green spaces and natural elements.

Over the last twelve months, Hightown has implemented various initiatives and installed a range of measures to ensure we achieve BNG of 10%, including bat boxes, hedgehog runs within garden fences, insect houses and bird boxes.

We also consider ways to support BNG through the design of our sites, for example, by creating wildflower communal areas at the entrances to sites and in bays adjacent to homes and parking areas, such as at our new Oakwell Place development in Houghton Regis, which has a wildflower meadow as part of the communal landscaping.



Green offices and operations

Not only do we deliver homes with sustainability in mind, our commitment to being environmentally aware and reducing our carbon impact extends to our central office facilities.

In 2012, we took the decision to install solar panels to the roof of our central office, Hightown House.

In 2024/25, we embarked on a sustainability audit with the external accreditation scheme, SHIFT

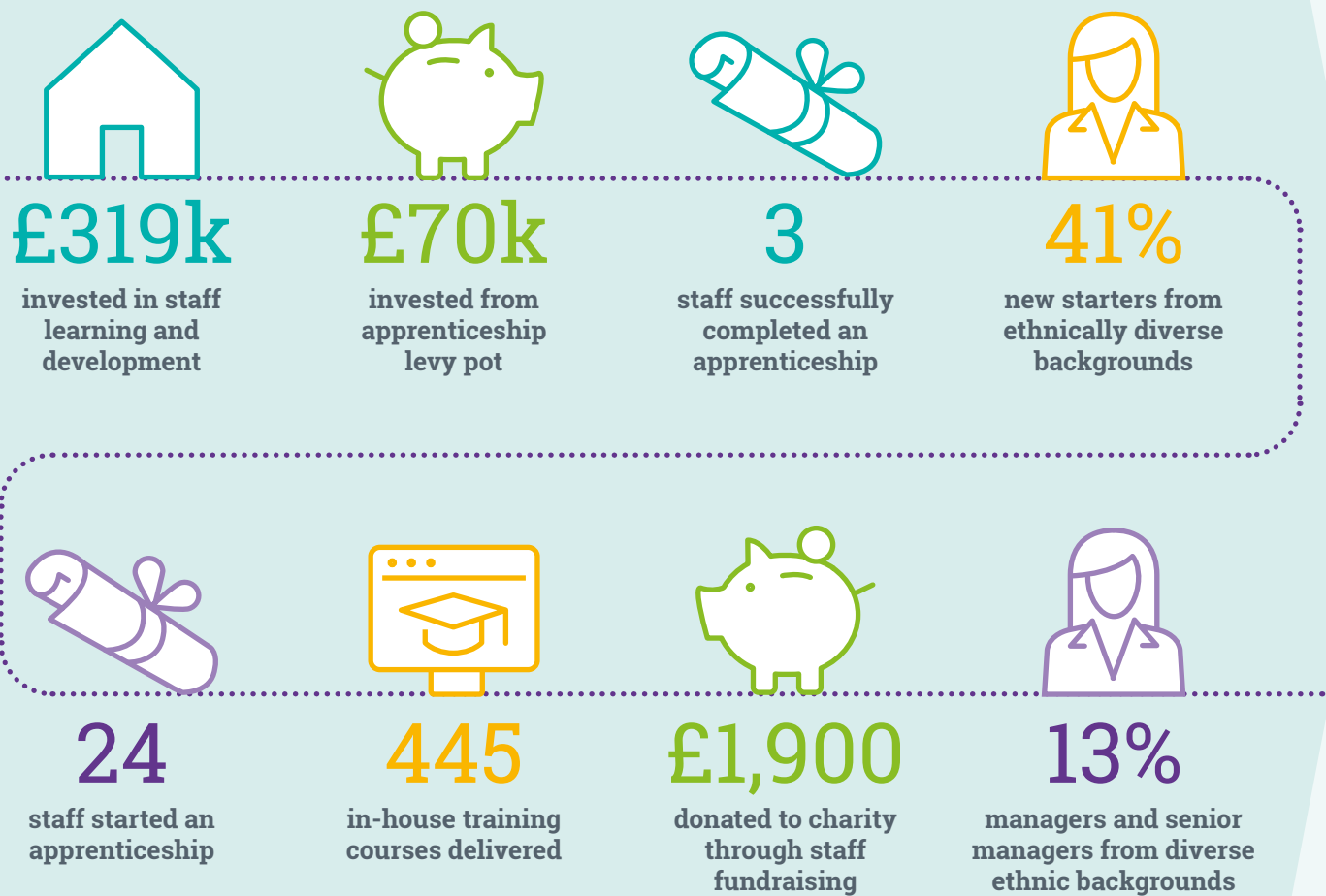
Environment, to assess the full environmental impact of our activities. This piece of work will look at our internal operations as well as existing homes and new builds, providing a complete baseline covering CO2, water, climate resilience, supply chain impacts, waste, and biodiversity and help us plan and implement measures to reduce our future environmental impact.



Installing solar panels to the roof of our central office has allowed us to generate electricity for the building's operations, saving **180.8 tonnes** of carbon over a 13-year period.

Creating opportunities

Highlights



Whether it relates to our residents, people we support or our staff, being inclusive and supportive is at the core of everything we do. We work hard to ensure that Hightown is a diverse and engaging place not only to work, but to develop, learn and grow.

This culture – and a workforce that understands and believes in it – translates into the work we do for our residents. As an organisation in an ever-evolving sector, it is our aspiration to continue to learn and adapt to ensure our values and social purpose also evolve.

Learning and development

Attracting skilled talent and nurturing the growth of our existing workforce are both critical to Hightown’s long-term success. To achieve these aims, we prioritise and significantly invest in our learning and development programme.

Hightown has allocated £70,000 from our apprenticeship levy pot, providing flexible, defined pathways for career development for 24 employees; there are five members of staff developing through professional qualifications in Building Surveying, Providing Homelessness Services, Payroll and CIMA.

We have rolled out an organisation wide, internally developed Management Development Programme (MDP) with four cohorts running for 36 employees; 97% of attendees are satisfied with the programme so far. We have also introduced a new budget for staff away days; each team or directorate chose how this should be spent with some opting for service wide away days and others preferring events for smaller teams. In 2024/25, personal safety training was delivered for our Housing frontline staff and, following feedback from our C&SH workforce, we now offer new ‘risk is everybody’s business’ training, to embed a culture of accountability for anticipating and managing risk for the people who use our services.

Hightown has a dedicated L&D team and in the last twelve months we have invested

 £319,000 into staff development, a 23% increase on the previous year.



Natalie's story: Homegrown talent

Natalie started her career at Hightown in 2008 on the graduate trainee programme. She is now our Director of Housing, having progressed through several roles in the organisation gaining a wealth of skills, knowledge and experience.

Natalie chose to work in social housing having experienced the benefits and stability it provides first hand. Following a brief period of homelessness as a mum to a young baby and a bad experience of private renting, Natalie was allocated a house with a housing association. She was a social housing tenant for 10 years and a tenant board member for a year, which provided a great level of insight.

As a graduate trainee, Natalie undertook placements in home ownership, housing and service review. A permanent home ownership officer job then became available, for which she successfully applied.

Natalie explains:

"I was in this role for three years covering leasehold management, shared ownership and intermediate rent. I gained line management experience managing one of the scheme managers at a retirement leasehold scheme. I really enjoyed that, and it was a good grounding as it gave me lots of experience in different areas – housing management, budget setting, service charges, various projects and consultations."

Natalie wanted to move back into general needs housing, so when a senior housing officer role became available, she applied and was successful. In this position she managed a patch of general needs housing and was also able to increase her line management experience which enabled her to progress to a housing management team leader. In 2014 Natalie took a secondment in C&SH.



I worked for three months as a contract manager which was a huge change. It was both challenging and interesting. It was great experience and gave me a good overview of the department. "

Natalie was appointed as the Head of Housing in 2015, moving her into a more strategic role and further broadening her experience. Some 14 years since starting her employment with Hightown, in 2022 Natalie took up the post of Director of Housing, where she oversees housing management, voids and lettings, income recovery, tenancy support, home ownership, property services, repairs, asset management, sustainability and procurement. During her time at Hightown, she has also been supported to achieve additional qualifications including the CIH level 5 diploma.



Moving into that house gave me stability and enabled me to return to education when my son started school. I studied for a BA (Honours) in Sociology and graduated in 2007. "





“

It's about acknowledging how we feel, how it affects us. We sit together and talk about the different cases we have, and you think about different ways (of managing them) which you may not have thought about. When you are in this sector you really care. It can be difficult not to take on that burden and take things home.

That's where it is important that we are stepping in and supporting people. ”

Dannielle Read, C&SH Contracts Manager
- Young People & Homelessness

Reflective practice

Hightown has recently introduced reflective practice sessions for staff working in our homelessness and mental health supported housing schemes. Reflective practice involves looking back or reflecting on experiences and actions in order to engage in a process of continuous learning. It allows those taking part to analyse situations, with the aim of challenging, changing, modifying, developing and improving them. Reflective practice is not only a valuable skill to develop but an important process that can turn everyday experiences into valuable learning opportunities.

Some members of the team may have chosen their career path through lived experience and wanting to support others through challenges they themselves have overcome. We recognise that, in some cases this adds increased pressure onto staff members when supporting people through trauma related issues.

The staff who have taken part believe that reflective practice embeds safety and provides a forum for open conversations.

Reflective practice at Hightown has been credited as a way of supporting those staff who may be dealing with situations which can be triggers to their own lives, especially those with lived experience. Some staff have commented that it is an excellent way to separate themselves from their work simply by talking it through in a safe space with those who really understand the job and pressures.

Our C&SH team have found that it is important to reflect on what they are doing and how they are doing it, supporting the choices they have made. Reflective practice at Hightown has become a way to build teams up, work in collaboration and ensure staff know they are not on their own.

Staff involvement and forums

We believe that it is important for our staff to have ownership and input into various elements of our operations and, in doing so, we aim to create a culture and environment which is inclusive, motivating and supportive. To encourage this, we have several forums which are entirely staff led, including a group of wellbeing champions.

The champions design and deliver a full programme of events and activities throughout the year to support and promote wellness, resilience and

mental health awareness. During 2024/25, this included weekly walking and meditation sessions, a step challenge and Random Acts of Kindness Week. The group also shares regular articles and information with staff to promote physical and mental health.

Despite Hightown being a charitable organisation, we are keen to support other like-minded charities through staff involvement and as part of our wider wellbeing ethos.



During 2024/25, staff continued to raise funds for our nominated charity, The Trussell Trust, with donations for the year reaching **£1,900**, bringing the total raised since 2022 to **£7,245**.

Staff forum

One of the ways Hightown maintains engagement and an open dialogue with staff is through our staff forum. The primary aim of this staff led group is to encourage and promote collaboration between departments and across all levels, including the senior leadership team, encouraging a culture where colleagues feel connected and listened to and can discuss matters that are important to them.

“

I joined the forum for the chance to make a difference and help Hightown be a better place for its employees. We do some fantastic work on the forum and have had a lot of positive results.

Staff Forum member

”

Equality, diversity and inclusion

Hightown is a committed equal opportunities housing association and employer. We strive to ensure that equality, diversity and inclusion (EDI) is embedded across both our workforce and operations.

Our active EDI forum has representation from across the organisation's services, leading on and informing our EDI strategy action plan and providing a safe space for staff to raise any EDI related concerns or questions.

In the last twelve months we have made significant progress through:

- Increasing the level of EDI related data we collect from our workforce. In doing so, we will be able to implement new, informed measures to ensure we provide an inclusive working environment.
- Reviewing and updating our faith and cultural guidance which supports our workforce in treating all residents and the people we support with respect and consideration.
- Continuing to engage with national EDI groups at a senior level.
- Continuing to provide and invest in EDI focused training across the wider workforce.
- Working through the Disability Confident scheme and becoming a Disability Confident Employer.
- Holding an EDI networking lunch with a focus on engaging our workforce and seeking new ideas and priorities for the EDI forum.
- Undertaking our annual ethnicity and gender pay gap review and EDI analysis and report.





Sophie's story: Finding a career through training

Sophie started working at Hightown in 2023 as part of our graduate scheme and has since taken on a full-time role within the organisation as a tenancy sustainment officer.

The graduate scheme helped her develop her knowledge and skills across various areas of social housing and provided her with a direction for the future.

"When I finished university, I was unsure about my career path. As part of my Criminology degree, I did a placement in a local homeless hub in Oxford. From this, I then decided to focus my dissertation on the link between criminality, homelessness and stigma. For this I interviewed and surveyed residents at a YMCA who had all previously been homeless. This was a harrowing and eye-opening experience and made me realise that it was something I was passionate about and would like to pursue further."

"Hightown's social purpose really stood out to me and is part of what drew me to apply to the graduate trainee programme. I liked the idea of working across multiple departments and it did not disappoint. It offered variety, progression and experience and that's exactly what I wanted. I didn't know much about social housing when I first started but I have learnt so much along the way, including the many acronyms which are used in the housing sector."

Sophie is now a valued member of our tenancy support team, providing holistic support to tenants who struggle to maintain their tenancy.

Sophie adds:

"To me, tenancy support is at the heart of what social housing is all about – helping those who need it most. I only spent a short time in tenancy support on the graduate scheme, but the work that I did felt impactful. When the position of tenancy sustainment officer became available, it felt like a natural step to take a core role within the organisation."

"The team in tenancy support are amazing and seeing the work that they do and the difference that they make to our tenants' lives made me want to get stuck in straight away! I have hit the ground running since day one and I wouldn't have it any other way."

“

I absolutely loved my time on the graduate scheme. I got to work across different teams, meet a variety of people and learn all about the organisation and how it all intersects. In the first year, I worked in five different departments and did shadowing in other departments. This experience was invaluable to me as it allowed me to learn and understand how each department integrates with one another. I worked in fields that I didn't know much about and where I wouldn't have ordinarily applied for roles. It grew my confidence, allowed me to work alongside specialised professionals and got me into a sector and role that I am really passionate about.

”



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Regulator of Social Housing Registration No. L2179