

Annual Report to Residents 2025

Reporting period · 1 January – 31 December 2025

A message from our Chair

Welcome to Zen Housing's Annual Report to Residents. Zen exists to provide high-quality affordable homes that meet local housing needs and create thriving, sustainable communities — affordable rented and shared ownership homes across Greater London, the East Midlands and East Anglia.

2025 was an important year. We delivered 227 new affordable homes and continued to expand our development programme, helping more people access quality housing where it is needed most.

Growth alone is not enough. The quality of our homes and the service residents receive matter just as much — which is why resident feedback sits at the heart of how we operate.

This report gives an honest picture of our performance. We are proud that so many residents feel safe and fairly treated, and we know we must do better, particularly on repairs and on showing how feedback shapes our decisions.

Thank you to everyone who shared their views with us during the year.

“Resident feedback sits at the heart of how we operate.”



Lesley Seary
Chair, Zen Housing

2025 highlights

251

Homes in management

227

New affordable homes
delivered

70%

Overall resident satisfaction

94.7%

Feel their home is safe

87.5%

Treated fairly & with respect

16

Complaints & service concerns
handled

100%

Formal complaints within
timescale

0

Housing Ombudsman referrals

About Zen Housing

Zen Housing is a Registered Provider of Social Housing committed to delivering affordable homes and high-quality resident services. We work closely with our managing agent, Pinnacle Group, who provide day-to-day housing management on our behalf.

Our purpose To provide sustainable, high-quality affordable homes that meet local needs and make a positive contribution to communities.



Collaboration

Working closely with residents, local authorities and partners.



Sustainability

Creating homes that are energy efficient, environmentally responsible and built for the future.



Equality & Diversity

Building inclusive communities and delivering fair services for everyone.

“I didn’t think I would ever escape the cycle of renting.”

Alfred

Shared Ownership, Wembley Way

A route onto the ladder

For many people, owning a home in London can feel out of reach. For Alfred, Shared Ownership provided a route onto the property ladder and the chance to own a home of his own.

Before buying at Wembley Way, Alfred was renting a room in a shared house and believed homeownership was unlikely to become a reality.

“The deciding moment was when I attended a concert at Wembley Stadium. I realised Wembley is really well connected, with so many shops and amenities nearby. All of my concerns were put to rest.”

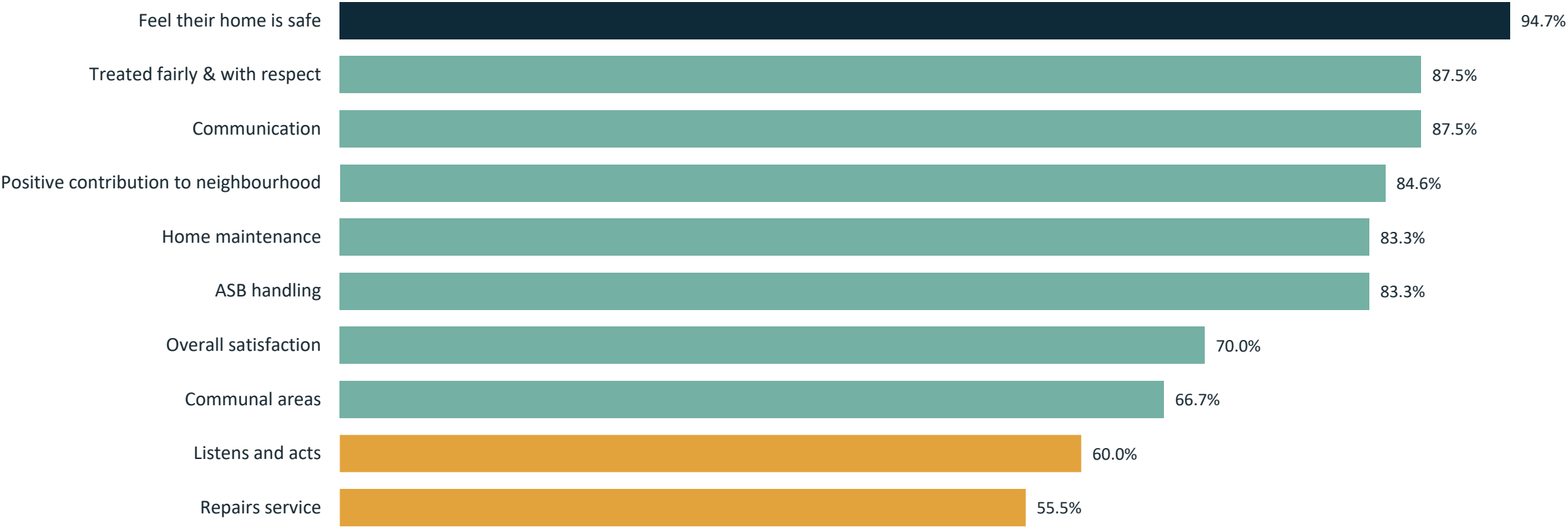
Today Alfred enjoys the security and independence of owning his own home, and is already considering buying additional shares in the future.

“Shared Ownership has been an invaluable stepping stone. I see myself staying in this home for a very long time.”

Stories like Alfred’s remind us why affordable housing matters and how home ownership can transform people’s lives.

What you told us

Each year we measure satisfaction using the Tenant Satisfaction Measures (TSMs) — standard questions used across the social housing sector.



■ Highlighted measures are our priority areas for improvement in 2026.

What we learned

We are pleased that residents feel safe in their homes and believe they are treated fairly. The results also identified two clear areas where we must improve.

55.5%

Repairs

Many homes remain within the developer defects period, meaning some repairs must be coordinated through housebuilders rather than completed directly by Zen. Residents simply want issues resolved quickly — so improving the repairs experience is a key priority for 2026.

60.0%

Listening & acting

Residents continue to give us valuable feedback, but we must do more to show how that feedback shapes our decisions. During 2026 we will strengthen engagement and give clearer updates on the actions we take as a result.

You said. We did.

YOU SAID

Repairs and defects can take too long to resolve.

Handover information was sometimes unclear.

Damp and mould concerns need quick action.

Communication with contractors could be better.

Residents want clearer updates on issues.

WE DID

Increased oversight of developers and strengthened monitoring of outstanding defects.

Improved pre-handover checks and enhanced resident information packs.

Introduced earlier monitoring and intervention processes through smart technology.

Strengthened contractor expectations and reporting requirements.

Improved tracking and monitoring of service requests and complaints.

Keeping homes safe

Resident safety remains our highest priority. During 2025 we focused on keeping homes safe, secure and well maintained.

- Monitoring building safety compliance across all schemes
- Responding quickly to reports of damp and mould
- Working closely with developers to resolve defects
- Maintaining high standards across our homes
- Investing in technology that helps us identify issues earlier

Smarter homes

We use technology to understand how our homes perform — spotting issues earlier and acting proactively.

- Temperature
- Humidity
- Energy efficiency
- Heating performance

Complaints & service improvement

We welcome complaints because they help us improve. A complaint does not need to use the word “complaint” — if a resident is unhappy with our service, we want to know.

16

Total cases handled



3

Formal complaints



13

Informal concerns recorded



0

Housing Ombudsman Referrals



3

Stage 1 Complaints



100%

Within target timescales



Learning from complaints

The main themes raised during the year — and how we responded.



Pre-tenancy & handover

We strengthened pre-handover checks and improved resident information.



Damp & mould

We introduced earlier monitoring and clearer escalation procedures.



Defects management

We improved communication with developers and brought inspections forward where possible.



Contractors & repairs

We strengthened expectations for contractors and improved oversight of completed works.

Where we stand

As part of its governance framework, Zen Housing has adopted the BPF For-Profit Registered Provider of Social Housing Code of Governance 2024. As a growing Registered Provider, Zen is working towards full compliance with the Code by 31 December 2026.

The Board has reviewed the identified areas of non-compliance and is satisfied that none represent material non-compliance with the Code.

The Board is also satisfied that Zen currently meets the requirements of the Governance and Financial Viability Standard, and will continue to undertake an annual self-assessment against the Code.

21

Actions in the plan

7

Complete

10

Partially complete

4

Outstanding

How we will reach full compliance

1

Develop a formal Assurance Framework

A roadmap has been developed with external advisers; the formal framework will be implemented and embedded by Q4 2026.

2

Establish an Audit & Risk Committee

A dedicated committee will be established by October 2026 to oversee audit, risk and internal control.

3

Strengthen resident engagement

Newsletters, a resident panel and feedback reporting are being rolled out, with resident voice embedded in Board reporting in 2027.

4

Formalise external audit arrangements

Auditors will be appointed in Q4 2026 ahead of Zen's first financial audit in 2027, as the organisation reaches the required scale.

Value for Money performance

£5,816

Headline social housing cost per unit

Marginally above the £5,688 sector average, and down sharply from £26,222 in 2024. The figure reflects Zen's early growth phase: the cost of supporting newly delivered homes, service charges on units not yet sold or let, and higher void losses are spread across a small base of occupied units. As occupancy stabilises, the cost per unit is expected to fall.

Reinvestment

100.0%

Sector 7.5%

New supply delivered

90.4%

Sector 1.6%

Operating margin (lettings)

58.0%

Sector 20%

Operating margin (overall)

17.5%

Sector 17.4%

Return on capital employed

16.5%

Sector 3.0%

EBITDA-MRI interest cover

54.3%

Sector 113%

Reinvestment: Investment in existing and new affordable homes. **New supply delivered:** New homes added during the year. **Cost per unit:** Average annual cost of managing each home. **Operating margin—lettings:** Income remaining after operating costs for rented homes. **Operating margin—overall:** Total income remaining after operating costs. **Return on capital employed:** Profit generated from money invested in the business. **Interest cover:** Ability to pay loan interest from operating income.

Where your rent goes

In 2025 residents paid £882,011 in rent and £93,893 in service charges — £975,904 in total. This income funds the day-to-day management and upkeep of homes, delivered on our behalf by our managing agent, Pinnacle Property Management. Most homes remain within the developer defects period, so many repairs are still completed by housebuilders rather than charged to Zen.

INCOME COLLECTED | 2025

£882,011

Rent collected

£93,893

Service charges collected

£975,904

Total collected from residents

HOW WE ARE DOING

97.7%

Weighted Average 12-month collection rate for 2025

2.9%

Rent roll in arrears (Dec 2025)

180

Homes with residents

YOUR SERVICE CHARGE AT WORK

£47,222

Estate management

Cleaning, gardening & communal services

£4,131

Repairs & maintenance

Communal area upkeep

£2,438

Management fees

Admin & service oversight

£5,650

Safety, utilities & other

Fire, water, electricity & grounds

** Rental income supports the long-term funding, management and continued provision of affordable homes.
Service charge costs shown reflect expenditure attributable to occupied shared ownership homes only. Any unspent service charges are held and reconciled against actual costs at the end of each service charge year.

Our priorities for 2026

1

Improve repairs performance

Work with developers and contractors to reduce delays and improve the resident experience.

2

Strengthen resident engagement

Create more opportunities for residents to influence services and shape decision-making.

3

Deliver more affordable homes

Continue growing while maintaining quality and service standards.

4

Use technology to improve services

Expand the use of data and smart technology to improve resident outcomes.

5

Maintain safe homes & communities

Continue investing in safety, sustainability and compliance.

Thank you

Thank you to all residents who took the time to share feedback during 2025. Your views help shape the services we provide and play an important role in helping us improve.

We look forward to continuing the conversation throughout 2026.

