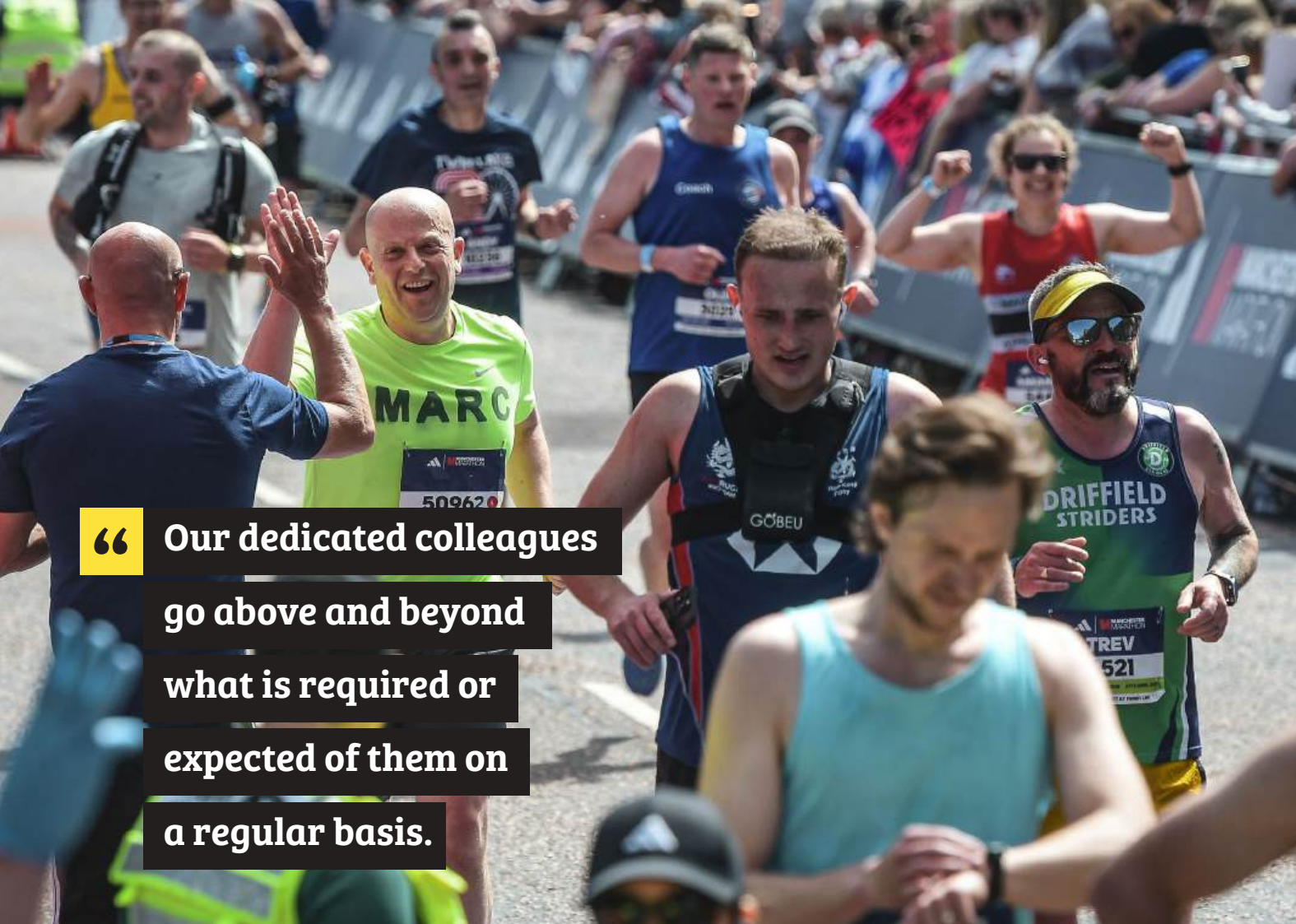


2024/2025

Providing more than a roof for our people
and more than a future for our planet.



“ Our dedicated colleagues go above and beyond what is required or expected of them on a regular basis.”



Marc Goodkind
Marc Goodkind
Managing Director

A year of impact

This year has once again reminded me why The Housing Network plays its small but very important part. I remain so proud of the work our people do every single day and the difference it makes to thousands of individuals and families across the UK.

Housing and human dignity

Over the past twelve months, we have provided safe accommodation to nearly 17,000 residents across all our services.

Stop and think about that number – every night representing security, dignity, and the chance for someone to begin rebuilding their life. That scale of human impact is what drives us forward.

The humanity behind the work

None of this would be possible without our teams. While we are commissioned to provide housing and support, it is their compassion – stepping into the unknown behind each door, meeting people where they are, and sometimes even saving lives – that defines The Housing Network.

More Than a Roof in action

A personal highlight for me this year was running the Manchester Marathon with four members of the team, raising more than £25,000 for our charity More Than a Roof. The partnership between THN and the charity is already creating change – from funding life-enhancing experiences to ensuring that every single resident in Coventry receives a welcome pack with essentials like a duvet, pillows, and food. These gestures, simple but meaningful, underline that we provide not just accommodation, but a place to feel safe and cared for.

Partnership and gratitude

This report captures only a fraction of the impact our people, partners, and residents have achieved together. To everyone who places their trust in us – thank you. It is through partnership that we continue to innovate, grow, and deliver housing with dignity at scale.

Personal reflection

This has been a year of sharpening focus. The Housing Network has grown quickly, but more importantly, it has grown with purpose. We’ve become clearer about what we stand for – housing with dignity, partnerships built on trust, and being uncompromising in everything we do.

For me, this year has reinforced that leadership isn’t about constant motion; it’s about clarity. Setting high standards, standing by our values, and ensuring that every decision – whether operational, cultural, or financial – serves the people who rely on us. I’ve seen our teams rise to challenges, make hard choices, and hold the line on quality when it mattered most. That, to me, is what progress looks like.

Looking ahead

As we look to the year ahead, our purpose remains clear: to deliver more than a roof – creating stability, opportunity, and brighter futures. With that purpose comes responsibility: to grow sustainably, to strengthen our partnerships with local authorities and landlords, and to keep our residents and social impact at the heart of every decision.

We are not just increasing the scale of our housing provision; we are strengthening a network that stands for compassion, high performance, and lasting change.

71%
of residents actively and positively engage with support services offered

62,400
hours of support given to residents across all services

27,453
support engagement sessions undertaken

96.2%
average occupancy level

“ As part of our evolution, we have actively sought to focus on care, support and/or supervision and to move away from being simply a provider of accommodation.

Change at the heart of everything

When I reflect on the journey that we have been on since our first Social and Environmental Impact Report in 2021/2, the one overarching feature is that we are an organisation that is in a state of near constant change. We are changing the range of services we offer, we are changing the processes we operate, we are changing the stakeholders who we partner with and we are changing the (high) expectations we have of ourselves. Indeed the only “constant” change that I see is the constant determination and focus on us changing the lives of some of the most unseen and unsupported in our society. This remains our core purpose as an organisation.

As part of our evolution, we have actively sought to focus on care, support and/or supervision and to move away from being simply a provider of accommodation. This is not because we don’t see the value and need for safe, secure and suitable accommodation, we do - but we realise that only through providing more than a roof and focusing on the households in our accommodation can we make the type of impact we are seeking to make.

Proudly recognised, always purpose-driven

The Housing Network (THN) has once again had a year where it delivered outstanding social value and impact. It is tempting to champion specific initiatives or case studies (and indeed this report does just that), but to do so would seriously underplay the incredible work done by all of our amazing workforce each day. Beyond the examples set out in this report, our dedicated colleagues go above and beyond what is required or expected of them on a regular basis. I want to thank everyone in THN for their efforts - you really do make a huge positive difference to the lives of our residents.

Becoming a Certified B-Corp

I’m proud to share that we have officially become a Certified B-Corp. B-Corp is a global movement of companies that not only recognise that business has an important part to play in supporting social and environmental impact but actually does something about it.

To gain certification, we have been through an independent, rigorous assessment across governance, community, environment, and worker impact, and I am pleased that our purpose and values have been recognised and affirmed.

Our mission is at the heart of everything

At THN, we’ve always understood the importance of our mission and have always been an impact-focused organisation - we believe that the homes and support we provide offer a foundation for stability and recovery for those in very challenging situations, especially for people navigating homelessness, leaving custody, or dealing with complex support needs. Nevertheless, it is pleasing to be formally recognised and to explicitly call out our commitment to social impact and the environment.

Looking ahead

I expect that THN will continue to change and evolve as an organisation. We are particularly focusing on our Active Opportunity Pathway (AOP) as we feel that providing high quality accommodation with support will have the greatest impact and will lead to more outstanding outcomes for the households we support.

While becoming a B-Corp doesn’t change us, there is undoubtedly value in being externally recognised so that a range of stakeholders, including our public authority partners, landlords, and prospective employees, can get a clear idea of the type of organisation we are.

Hopefully, this Social and Environmental Impact Report adds to that, too.



G. Teper

Gary Teper
Managing Director



Our Vision

When life is at its toughest, we believe everyone deserves a safe and stable place to rebuild their lives.

Our Mission

We aim to fulfill our purpose as an organisation by providing;



Our Values

We believe our values should reflect in our behaviour towards our colleagues, partners and residents while we work to achieve our Strategy 2024>29. These values are shown opposite.

- > Innovative
- > Dynamic
- > Dependable
- > Respectful
- > Kind

7,900

 move-ins managed over a 12 month period

16,900

 Total number of individuals housed

> **Innovative**

We work hard to deliver innovative solutions that help people move on to a better life. We listen to our colleagues and value their opinions to constantly innovate better solutions.

> **Respectful**

We believe that by treating everyone with respect, we can support our colleagues, partners and residents better. Only through valued and confident colleagues can we support those who need it most.

> **Dynamic**

We are people and solution focused. People are more important than processes and if we need to change something to get the best outcome, we will. We are agile and quick to respond.

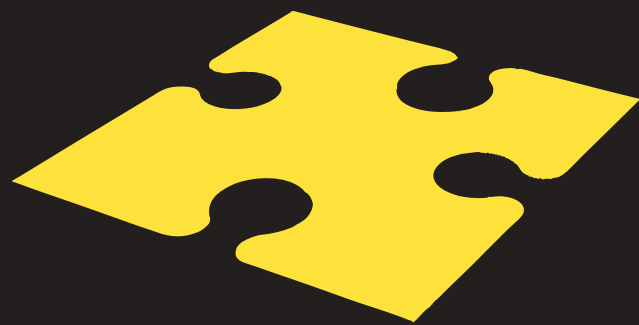
> **Kind**

It sounds like a simple word but it is the heart of all we do. We believe that people thrive in a culture of kindness and so we are kind to our residents, ourselves and each other.

> **Dependable**

We develop and foster long term relationships built on honesty and dependability; to deliver the best possible outcomes for our colleagues, partners and residents. We will be clear about what we will deliver and do what we promise.

Our Strategy 2024 > 29 will see us work effectively as a team to deliver 10,000 units of safe and inspiring accommodation into 75% of Local Authority areas across the UK.



Homelessness: The Missing Piece

Our commitment to help end homelessness across the UK.

At The Housing Network, our mission is to create lasting solutions to end homelessness across the UK. National statistics show that over 270,000 people in England were recorded as homeless in 2023, either sleeping rough or in inadequate accommodation.

This figure highlights the urgent need for action to tackle this growing crisis and serves as a stark reminder of the work that still needs to be done to ensure everyone has a safe, stable place to call home.

Our approach focuses on not only providing shelter but also offering tailored support for mental health, substance misuse, and employment opportunities to help individuals regain stability and independence.

Ending homelessness is possible, but it requires community-driven solutions, compassion, and resources. Programmes like our Seen & Heard initiative and partnerships with charities empower individuals to rebuild their lives and regain independence. By working together, we're building a future where everyone has a place to call home.

By investing in solutions that address both immediate needs and long-term stability, we believe we can reduce and ultimately end rough sleeping across the UK.

Together, with community support, compassionate programmes, and strong partnerships, we're moving closer to a future where no one has to be homeless or sleep rough.

2,807
 properties in active use

110
 local authorities are actively working with us

The Housing Network

Becomes a Certified B-Corp

The Housing Network is proud to be a Certified B-Corp, reflecting our commitment to social and environmental responsibility, transparency, and accountability.

Purpose at the heart of what we do

B-Corp certification follows a rigorous assessment of how we operate, from governance and staff welfare to community impact and environmental stewardship.

Embedding impact in every area

Certification has helped us embed purpose into our governance and operations, ensuring we consider the welfare of residents, staff, and partners.

Key focus areas include:

- Energy efficiency and sustainability in our properties
- Waste reduction and recycling
- Responsible renovations and eco-friendly practices
- Resident and landlord guidance for sustainable living

Impact across the UK

We manage over 1,500 units across more than 65 local authorities, offering support to people facing housing instability. Our strategy, "Homelessness: The Missing Piece", aims to deliver 10,000 safe and inspiring homes by 2029, focusing on Better Accommodation, Better Support, Better Partnership, and Better Business.



Awards and accreditations

Our mission-led approach is recognised through awards and accreditations, including:

- Purpose Before Profit Award, Lloyd's Bank
- Highly Commended Growth Business of the Year
- Southern Enterprise Awards – Best Person-Centric Housing Support Company 2023
- Accreditations with Mindful Employer, Disability Confident, NRLA, Armed Forces Covenant, and Property Redress Scheme

Looking forward

B-Corp status is more than recognition, it's a commitment to continuous improvement,

transparency, and responsible growth. As part of a global movement of over 2,500 UK other B-Corp organisations, we are shaping a future where housing is ethical, inclusive, and impactful.

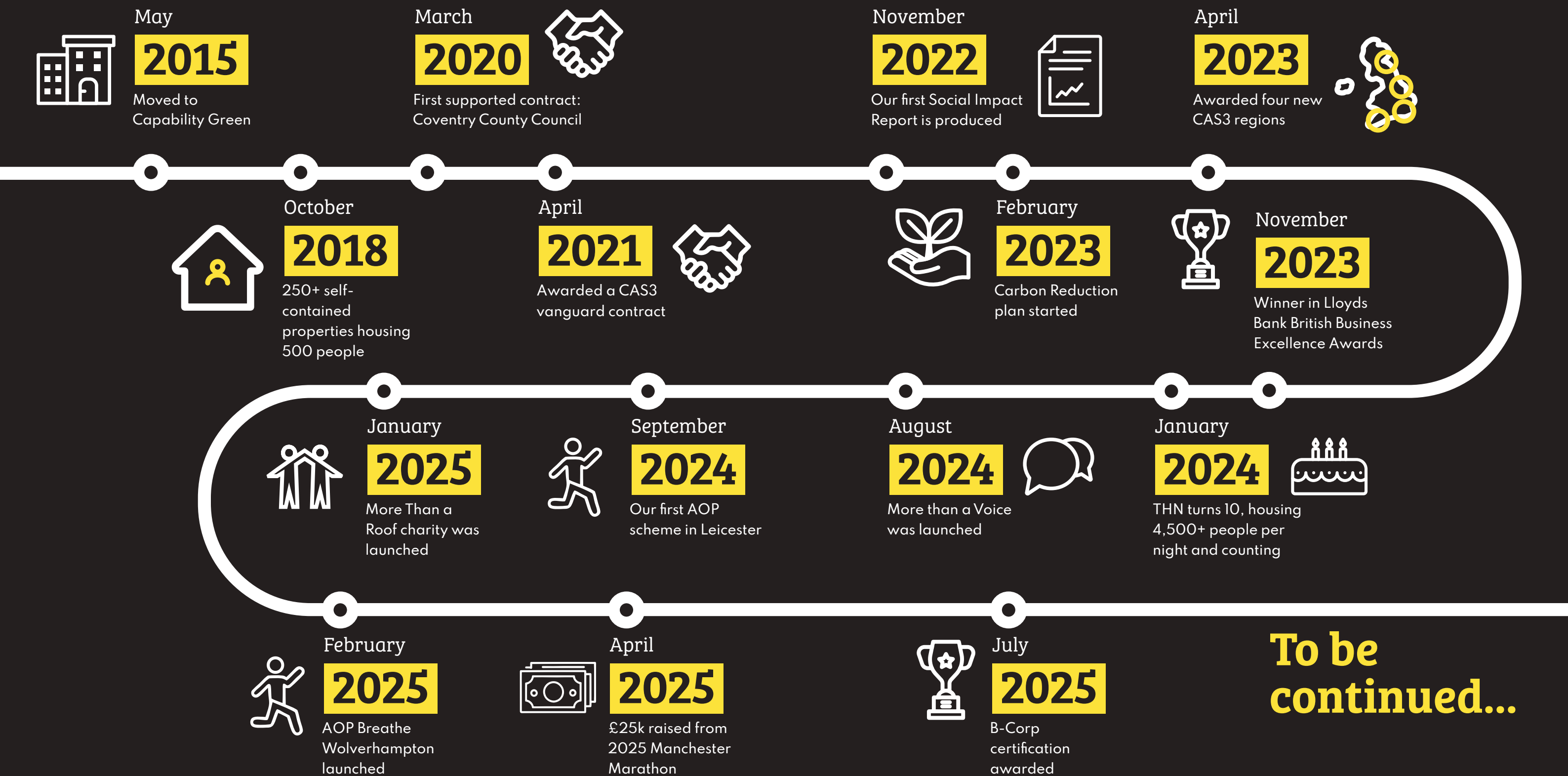
In short:

B-Corp status affirms that The Housing Network is delivering homes with purpose, dignity, and lasting social and environmental impact.

“ Becoming a B-Corp reflects our belief that housing is about more than bricks and mortar, it's about delivering homes with dignity and support so people can rebuild their lives.



Our Timeline





Aim for
10,000
safe and inspiring
homes by
2029



MOJ: Satisfaction
84%
said they were
satisfied with the
service provided

MTaR

500
hampers for Christmas



+12,000
MOJ people housed

7,900

 move-ins
managed over
a 12 month
period

16,900

 total number
of individuals
housed

MOJ: 30% residents
achieving

84 nights

without reoffending
and moving
on to settled
accommodation

The Housing Network

27% of homeless
adults have care
experience.



2/3^{rds}

of adults without
accommodation
reoffend within
a year



 **2,807**

properties in active use

71%

 of residents
actively and
positively engage
with support
services offered

110

 local
authorities
are actively
working
with us

62,400

 hours of
support given
to residents
across all
services

1,150

bed spaces were
provided by The
Housing Network for
ex-offenders

Less than
9%
unexpected
move-outs

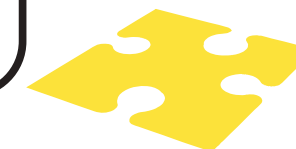
27,453

 support
engagement
sessions
undertaken



£18b

is spent on
the social and
economic impact
of reoffending in
England & Wales



96.2%

 average
occupancy
level





Working Alongside More Than a Roof



2024/25 Initiatives

Our partnership with, the independent charity, More Than a Roof, continues to be one of the most meaningful parts of what we do. It allows us to go beyond what we are commissioned for — offering dignity, comfort, and hope at some of the hardest moments in people's lives. What began as a simple idea within our team has grown into something deeply embedded in how we work — supported by volunteers, strengthened by partners, and guided by the belief that everyone deserves to feel seen, supported, and respected.

Christmas hampers

Over the festive season, 1,000 hampers filled with food and gifts were hand-packed and delivered to families in temporary accommodation across the country. Staff from The Housing

Network worked side by side with volunteers from the National Highways Agency to make this possible.

It wasn't just about the food or the presents — it was about restoring a sense of normality, letting families know they hadn't been forgotten. For many, it was the first time in years they had received something simply given with care.

Comic Relief funding

In partnership with More Than a Roof and The Community Shop in Leicester, we secured £60,000 of Comic Relief funding to create welcome packs for families moving into new accommodation.

Each pack includes food for the first night, breakfast for children, and ingredients for a warm meal

— small things that mean everything on a first night in a new place. The funding will be split evenly across 2025 and 2026, ensuring the impact continues well beyond the grant itself.

B&Q Foundation grant

A £5,000 grant from the B&Q Foundation allowed us to provide residents with soft furnishings and bedding, working with our partners at Everything Boxed. They went above and beyond, adding extra items to every pack. It's the kind of generosity that turns an empty room into a space someone can begin to call home.

Fundraising marathons

This year, our MD, Marc Goodkind along with Mark Turner, Emma Maggott, Michael Evans and Katie Morgan all took on the Manchester Marathon, raising over £25,000 for More Than a Roof.

The money matters, of course, but what it represented mattered even more: a shared belief in what More Than a Roof stands for.

Running side by side, seeing residents and partners cheering from the sidelines, was a reminder of the power of community — and how much can be achieved when purpose and people align.

Looking forward

The initiatives we've delivered together are just the beginning. More Than a Roof will continue to expand its reach through small, tangible actions that change lives: more experience grants, more welcome packs, and more opportunities for people to feel part of something positive again.

Our partnership with the independent charity shows that housing alone is never enough. When we go beyond what we are commissioned for, we offer something that can't be measured in contracts — dignity, hope, and the belief that every person deserves more than a roof.



The team at The Housing Network

Grow, evolve and deliver

At The Housing Network, our greatest strength lies in our people. From our dedicated frontline support workers to our passionate leadership and operational teams, every colleague plays a vital role in helping residents rebuild their lives and look to the future with hope and confidence.

Over the past year, our team has grown from 202 colleagues in 2024 to 265 in 2025, reflecting both our continued expansion and the increasing demand for safe, supportive housing. This growth allows us to reach more people, strengthen our partnerships, and enhance the quality and

consistency of our services. Collaboration is at the heart of everything we do, with partners, local authorities, and residents all working side by side to deliver housing with dignity, compassion, and impact.

This report captures only a fraction of the achievements made possible through the hard work, empathy, and innovation of our colleagues, partners, and residents. To everyone who places their trust in us, thank you. It is through this shared commitment that we continue to grow, evolve, and deliver more than a roof to those who need it most.



Our

Accreditations

Our accreditations reflect our deep commitment to inclusivity, fairness, and high standards across all aspects of our work.

Our Accreditations

At The Housing Network, our accreditations prove that we don't just talk about doing the right thing, we put it into practice. They highlight our commitment to fairness, inclusivity, and ethical, people-first housing solutions.

B-Corp Certified

We're proud to meet some of the toughest global standards for social and environmental impact. Being a B-Corp means we always balance purpose with profit and put people at the heart of every decision.

Gold Member, Mental Health Charter

Mental wellbeing matters. As a Gold Member, we show real leadership in creating a workplace culture where mental

health is supported, celebrated, and never an afterthought.

Living Wage Employer

Fair pay is non-negotiable. We ensure that every colleague earns a wage they can live on, not just survive.

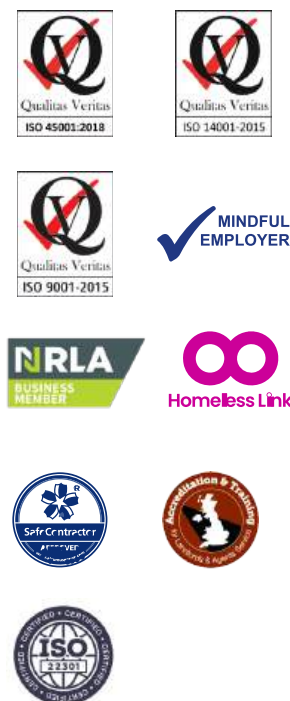
Mindful Employer

We take positive steps to reduce stigma around mental health, promote understanding, and provide resources to support colleagues.

Menopause Friendly Employer

We're committed to supporting colleagues through every stage of life, ensuring that menopause is recognised, talked about, and understood.

Our accreditations include:



Disability Confident Employer

Inclusivity is central to our approach. This accreditation shows we're committed to creating accessible opportunities and building a workforce that reflects everyone.

Cyber Essentials Certified

Protecting residents and partners is a top priority. This certification ensures our systems are safe and that sensitive information stays secure.

Armed Forces Covenant Supporter

We're proud to support those who serve our country, recognising their contribution and offering fair opportunities to veterans and their families.

National Residential Landlords Association Member

As part of the NRLA, we commit to upholding professional standards and providing safe, high-quality housing.

Property Redress Scheme Member

Transparency and fairness are vital. This membership ensures tenants have access to independent resolution if problems arise.

Together, these accreditations are more than badges or logos, they're proof of the values we live by: fairness, respect, accountability, and people-first housing that makes a real difference.

Our accreditations include:



Bridging the gap: How The Housing Network supports people leaving custody

Every year, thousands of people leave prison across England and Wales. For many, the transition back into the community is challenging. Without a safe, stable place to live, the risk of reoffending rises, and lives that could be rebuilt are instead destabilised. That's where The Housing Network (THN) steps in, working in partnership with the Ministry of Justice (MoJ), we provide critical accommodation and support services for people leaving custody.

A safe place to start again

Through the Community Accommodation Service Tier 3 (CAS3) programme, THN ensures that people are not released from prison without a roof over their head. CAS3 is a specialist transitional accommodation service designed to help adults leaving custody rebuild stable lives. Residents are supported with temporary housing, mentoring, rehabilitation activities, and wrap-around services, creating a structured pathway to independence. From the moment someone enters a CAS3 property, THN Specialist Supported Housing Officers (SSHO) provide tailored support for residents. Weekly visits ensure compliance with licence and/or bail conditions, support regarding problems and practical support helps residents manage finances, access benefits, and connect with local services.



2/3^{rds}

of adults without accommodation reoffend within a year



£18b

is spent on the social and economic impact of reoffending in England & Wales



1,150

bed spaces were provided by the Housing Network for ex-offenders

Regional reach, national impact

THN delivers CAS3 across five regions, East of England, East Midlands, West Midlands, South Central, and South West, with a mix of self-contained and shared units. The programme provides more than 1,350 bed-spaces nationally, supporting thousands of individuals each year.

Between April 2024 and March 2025, CAS3 accommodated over 12,000 people leaving custody, giving them the stability needed to plan the next steps in their lives. Around 30% of residents who completed 84 nights were able to move into settled accommodation, and many were able to rebuild connections, access work or training, and regain independence.

Reducing reoffending, strengthening communities

A core objective of CAS3 is to reduce reoffending. By providing a safe, supported environment immediately post-release, THN helps prevent a return to custody. This has multiple ripple effects:

- Better outcomes for individuals and families, who benefit from stability and support.
- Cost savings for public services, including prisons, probation, courts, and social care.
- Improved community safety, as residents transition successfully into society.

THN's approach goes beyond housing. Residents also access mentoring, workshops, life skills development, and employability support, alongside practical help with food, benefits, and wellbeing. This holistic approach ensures that individuals are not just housed, but empowered to succeed.

Partnership with the Ministry of Justice

THN's work is made possible through a close partnership with the Ministry of Justice. Together, we provide a coordinated response to the challenges of post-release life. The MoJ provides oversight and guidance, ensuring that CAS3 meets the needs of residents, while THN brings its extensive housing expertise, frontline support, and commitment to social impact.

This partnership exemplifies how public and third-sector collaboration can deliver lasting change, supporting people to leave custody with dignity, skills, and a clear path to a stable future.

Why it matters

For the individuals who enter CAS3, THN represents more than a roof, it is a bridge to a new life. For communities, it means safer streets, fewer people returning to prison, and stronger local networks. And for the justice system, it demonstrates how investment in housing and support can reduce reoffending and generate tangible cost savings. By combining compassion, expertise, and rigorous support, The Housing Network and the Ministry of Justice are making a real difference in the lives of thousands, showing that everyone leaving custody deserves not just a second chance, but the tools to make it work.

Looking ahead: Future aspirations

The Housing Network (THN) is driving growth and innovation in CAS3 with the Ministry of Justice. Following a 10% uplift from the MoJ, THN is on track to reach 1,350 bed spaces, while expanding support through partners like NACRO, YMCA, and local authorities. By offering mentoring, workshops, and access to community services, THN empowers residents, helping them rebuild stability, find employment, and secure settled housing. Through these efforts, THN aims to reduce reoffending, strengthen communities, and create lasting impact for people transitioning from custody.

“I couldn’t be prouder of our staff; they truly are our strongest asset. Their dedication underpins everything we deliver with the MoJ. I’m looking forward to seeing the service continue to grow and set the standard for exceptional support.”

Jonathan Vellocott, Director of Specialist Services



Shelley's

Story

A journey of kindness and recovery

After her release from prison into the CAS3 programme, communication gaps between services left Shelley waiting outside her property for over three hours, distressed and without support.

Shelley faced complex challenges, including homelessness, substance dependency, a history of abuse, poor mental health, and difficulty engaging with services, which made her highly vulnerable to reoffending.

Adopting a trauma-informed and compassionate approach, reflecting THN's value of Kindness, our team supported Shelley by registering her with a GP, dentist, and medication services, referring her to Stars for rehabilitation, arranging safer probation meetings at the

Women's Centre, and securing a referral to First Housing for supported accommodation. We also provided regular emotional and crisis support, helped her leave a harmful relationship, and encouraged her to develop life skills and engage with community services.

As a result, Shelley reconnected with health services, attended rehabilitation appointments, began her supported housing journey, and benefitted from safer probation arrangements. She now shows improved stability, confidence, and trust in accessing support.

Shelley's journey demonstrates the power of trauma-informed care and the impact of kindness in helping people rebuild their lives with dignity, stability, and hope.



Active Opportunities Pathway (AOP)

From homelessness to hope

When life becomes overwhelming, shaped by homelessness and past trauma, what's often missing is hope, stability and a clear and connected path forward.

The Housing Network's Active Opportunities Pathway (AOP) has been created to change that.

The AOP is a compassionate, structured journey that helps people rebuild their lives with dignity, purpose, and support.

These are enablement services, providing safe, supportive, psychologically informed accommodation for people with complex needs and facing homelessness. It delivers more than just a roof, offering a stable home for recovery through a trauma-informed and strength-based approach that empowers people to achieve independence while improving housing, health, and wellbeing outcomes.

What is the Active Opportunities Pathway (AOP)?

It's designed to support people experiencing severe and multiple disadvantages, helping some of the most vulnerable members of our communities move out of crisis and into stability.

Our pathway brings together four unique services, creating a seamless journey of integrated accommodation and flexible support. This means residents can access the right level of help, stepping up or down as life changes, without losing stability. Every household receives personalised, person-centred support that truly reflects their needs and aspirations.

Through focused interventions, our dedicated Complex Needs Specialists empower people to rebuild their lives, improve their health and wellbeing, and move towards a more secure future. In partnership with YMCA North Tyneside, The Housing Network ensures the AOP is delivered with compassion; while remaining safe, compliant, and fully accountable.

Every aspect of the service, from rent and safety to quality, transparency, and governance is aligned with Social Housing Regulatory Standards. This means that the residents we support can have confidence in a service built on security, dignity, and trust.

Outcome-focused support

Our experienced Complex Needs Specialists work alongside residents, using strength based and trauma-informed approaches to co-produce support plans. Each plan is personalised and structured to measure progress against the following 10 outcomes – focused on guiding residents towards a positive and gradual journey of personal growth and independence.

1. **Managing tenancy/ accommodation**
2. **Self-care and living skills**
3. **Managing money, employment and training**
4. **Relationships and social needs**
5. **Drug and alcohol use**
6. **Physical health and wellbeing**
7. **Emotional and mental health**
8. **Activities and community participation**
9. **Living within the law**
10. **Dreams and aspirations**

27%

of homeless adults
have care experience

9%

unplanned
move-outs

The average life
expectancy among
homeless men is

46

years.

The core areas are:

1. Safe & Sound

Direct access providing an immediate response for highly vulnerable single people exiting rough sleeping. The Triage service offers safe accommodation and tailored support from day one.

Jonathan's Story



From rough sleeping to rebuilding his life.

After eight traumatic months on the streets, Jonathan found safety, stability, and hope.

Our Complex Needs Specialists developed personalised strategies, and harm-reduction interventions to enable Jonathan to recognise his strengths and make safe choices. This collaborative approach enhanced Jonathan's self-esteem. Working with local partner agencies in Leicester Jonathan has regained his confidence, health, and sense of purpose. He's even helped build a bench for fellow residents, a small act with a big impact. Jonathan was proud of the work, and rightly so. "It felt really good to help. I felt rewarded."

“ The Housing Network has taken me to the next level... I'm starting to feel good about myself. I'm rebuilding relationships with my family, which means the world to me.

2. Seen & Heard

For vulnerable single people beginning their journey toward stability. Our micro hostel offers a safe, nurturing environment with 24/7 holistic support. Here, residents are supported by our Complex Needs Specialists to explore harm-reduction strategies, build resilience, and overcome personal barriers at their own pace.

Mark's Story



Finding stability: Mark's path to a brighter future.

Mark was homeless and sleeping rough. Life felt uncertain and isolating, and he struggled with feelings of vulnerability and low self-worth.

Through personalised support and tailored interventions, Mark began to regain a sense of stability and hope. Over time, he noticed meaningful changes:

- Growing confidence – taking small steps toward independence.
- Improved mental health – feeling more resilient and supported.
- A renewed sense of self-worth – rediscovering hope for the future.

“ The programme didn't just help me find a place to stay – it helped me believe in myself again.

Mark's journey reflects what AOP aims to achieve: moving from crisis to stability, from isolation to connection, and from uncertainty to hope.

3. Live & Grow

Dispersed shared housing for those moving on from homelessness, being supported to develop life-skills necessary to live independently, preparing to move on in a planned way to permanent accommodations.

Angela's Story



After a relationship breakdown, Angela became homeless and moved between Scotland and her home city of Coventry.

Now back in Coventry, Angela is rebuilding her relationships with her family. Our Complex Needs Specialists helped identify what mattered to Angela the most. Angela enjoyed art and also missed her family. Through regular talking therapy, Angela felt confident to participate in an art project where she reignited her love for creativity. When she first heard about the art project from her Complex Needs Specialist, she knew it was exactly what she wanted to do. The project has given her a chance to focus, quieten her mind, and contribute to something meaningful for others.

“ The support workers at THN have been great – lots of interaction and really helpful.

Her commitment and enthusiasm shone through, leading her to step forward and volunteer as the project lead.

“This role has given me a sense of purpose and a reason to get out of the house.”

4. Breathe

Supported housing for vulnerable families with a history of repeat homelessness.

Charlie's Story



Rebuilding confidence and family connections.

After returning to the community following time in prison, Charlie was focused on rebuilding his confidence and reconnecting with his family, including his seven children and new grandchild. He wanted a stable home for himself and his daughter and support to feel ready for independent living. Charlie found it hard to build trust, however his Complex Needs Specialist showed dignity and respect which made Charlie feel safe. This took time but gradually Charlie shared what mattered most to him. Together, they worked on budgeting, setting up bills, and building routines that helped him feel more secure. Regular emotional support made a big difference, especially while he was dealing with distressing online harassment that had affected his wellbeing.

“ The support helped me feel stronger and more confident about what comes next.

Charlie was supported to challenge the false claims and move forward with more peace of mind.

As his confidence grew, Charlie felt motivated to help with his son's business and began looking ahead with a more positive outlook. He has now moved into private rented accommodation with his daughter and shared that he feels hopeful, settled, and ready for the future.

Resident voice and engagement

AOP doesn't just deliver services; it also listens. Through our dedicated co-production group, "More than a Voice", residents with lived experience are offered opportunities to share feedback and help shape how services are delivered. The Group has developed several initiatives such as co-designing indoor and outdoor communal spaces, community walking groups and group cooking sessions.

Co-designed therapy room: Art Escape, an inclusive space

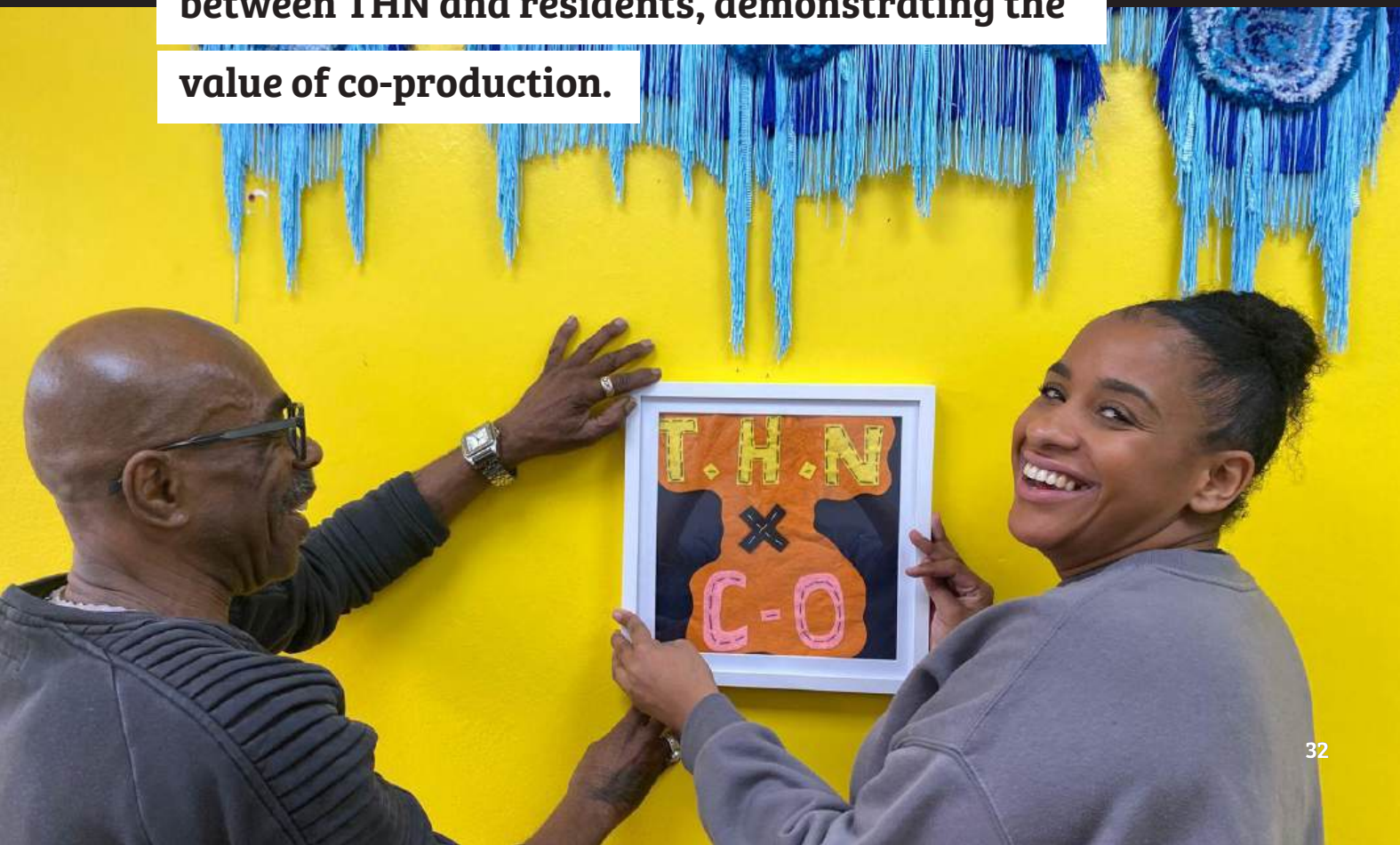
In partnership with Sam D'Cruze, Founder of the Child Of Project, residents in Coventry were invited to co-design a new therapy room—putting their voices at the heart of the project. The goal was simple yet powerful: to create a space that feels safe, welcoming, and inclusive, shaped by those who will use it.

Residents shared what makes them feel comfortable in therapeutic settings, from layout and lighting to colour and artwork.

Their ideas were presented to More Than a Roof (see page 16), resulting in a successful grant to fund the project.

This initiative has strengthened trust between THN and residents, showcasing the true value of co-production. Today, the therapy room has been transformed into 'Art Escape'—an inclusive space where residents feel ownership, safety, and connection.

“ The project has already strengthened trust between THN and residents, demonstrating the value of co-production.



Scan me to watch the art project take shape!



Tackling Subsidy Loss: An Alternative Outcome -Focussed Approach

**Co-producing solutions
that assure best-value and
improve housing, health &
wellbeing outcomes**



**740 x £60 x 365
at 46% non-subsidy
£7.45 million.**

The cost of Temporary Accommodation across England in 2024/25 was £2.8 billion**, of which only approximately 54% was recoverable by Local Authorities via subsidy from Central Government, Leaving the 317 Local Authorities in England to meet the potential £1.28 billion shortfall. That's an average Subsidy Loss of £3.34 million per Local Authority area.

Within those figures, approximately £1 billion of cost is attributed to 'nightly paid' Temporary Accommodation**, such as B&B and hotels. With no clear funding mechanism to meet the support needs of the approximately 131,000

households and 169,000 children living in those circumstances, this results in much poorer long-term outcomes and potential trauma. Working together with our Local Authority Partners and not-for-profit Registered Provider partner, we have co-produced a range of innovative Supported Housing schemes to help address unmet local need – reducing subsidy loss significantly for those Local Authorities – whilst simultaneously improving housing, health & wellbeing outcomes for single people, families and children within those schemes.

Our Active Opportunities Pathway (AOP) model includes 4 core service areas: Safe & Sound, Seen & Heard, Live & Grow and Breathe. All of which is fully compliant with the requirements of the Supported Housing (Regulatory Oversight) Act 2023, Supported Housing: National Statement of Expectations and Income Related (Subsidy to Authorities) 1998 legislation – assuring our Local Authority Partners of 100% subsidy recovery of all Housing Benefit eligible costs.

Example:

Working closely with one Local Authority, we co-designed a Live & Grow scheme for 200 vulnerable single people with high-complex needs and a history of repeat homelessness / rough-sleeping. The scheme provides a range of dispersed accommodation solutions, and each resident receives 4 hours of person-centric/trauma-informed support work per week.

Total direct cost to the Local Authority of only £572k per annum after subsidy recovery.

Example:

Working closely with one Local Authority to co-design a supported housing solution for vulnerable homeless families. The scheme sees 160+ two / three-bedroom properties held on lease by our not-for-profit Registered Provider partner. With THN then providing all Care, Support & Supervision and Housing management to those households on behalf of the Registered Provider. The local authority then has to meet only the ineligible Personal Support costs directly, assuring significant subsidy loss savings compared to traditional 'nightly paid' alternatives.

We are currently delivering/ mobilising 740 units of co-designed Active Opportunities Pathway solutions, for single people and families who are homeless, have a history of homelessness and are experiencing multiple-disadvantage. Overall subsidy loss savings for those Local Authority Partners are forecast to be far in excess of £7 million, when compared to traditional 'nightly paid' Temporary Accommodation solutions.

** Bill for homeless accommodation soars by 25%, hitting £2.8 bn - Shelter England
~~ <https://www.gov.uk/government/statistics/statutory-homelessness-in-england-january-to-march-2025/statutory-homelessness-in-england-january-to-march-2025?utm>

Our Regions

We've worked with over 110 local authorities across:

- East of England
- London
- South East
- South West
- West Midlands
- East Midlands
- Scotland

Over the last year, we have supported many individuals and families all over the UK, providing the first step of support for people to create places and communities they call home.

Michael's Story

“When my wife passed away, my world unravelled.”

At 84, Michael has lived a life filled with courage and resilience.

A veteran and long-haul lorry driver, he shared decades of happiness with his beloved wife. “When she passed away in 2014, my world unravelled” he told us, and he eventually found himself facing homelessness and sleeping in his car.

Everything changed when he reached out to North Northamptonshire Council and was connected to The Housing Network. Today, Michael has a safe and stable place to call home.

“I’m glad I have somewhere to lay my head,” he says, grateful for the stability he’s found.

Whether he’s tending to his potted plants or chatting with his property manager, Michael is proof that with better support, life can blossom again, and we’re honoured to be part of his journey. Together, we’re building more than homes, we’re rebuilding lives.



THN Carbon

Reduction Plan

At The Housing Network (THN), we recognise our responsibility to reduce our environmental impact while supporting people to rebuild their lives. Our Carbon Reduction Plan sets out how we are working towards a more sustainable future across our services and properties.

Our commitment

THN is committed to achieving Net Zero by 2050, with clear actions to reduce emissions across our buildings, travel and supply chain.

Where our impact comes from

- Our key emission sources include:
- Energy use across multiple bedspaces
 - Heating and hot water systems
 - Staff travel across regions
 - Procurement of furnishings, materials and maintenance
 - Waste and recycling practices

We have already taken important steps, including:

- Increasing use of renewable electricity
- Installing energy-efficient lighting and heating

- Moving to digital-first processes to reduce paper
- Working with contractors who follow sustainable standards

Our priorities for the next five years:

- Improving property energy efficiency
- Reducing travel emissions through digital appointments and smarter planning
- Prioritising low-carbon procurement
- Increasing recycling and reducing waste to landfill

Our targets

- 20% reduction in Scope 1 and 2 emissions by 2030
- 50% reduction in landfill waste
- All offices and as many properties as possible on renewable energy by 2030



Certified



Corporation

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