

Social & Environmental Impact Report

2025/2026

Creating a lasting impact

The Housing Network

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





Creating lasting impact

A word from our Managing Director, Marc Goodkind

Tackling homelessness

When I started The Housing Network (THN) in 2014, I wanted to help tackle homelessness and show that we could provide housing at scale while seeing the individual behind every front door.

We have continued to grow this year, but growth alone is not impact. What matters is whether someone is safer, more stable and better placed to move forward because we were involved.

Safe homes matter

A safe home is the starting point. Lasting change also depends on the right support, delivered by people who care about the outcome.

Through our Active Opportunities Pathway (AOP) scheme, Temporary Accommodation service and CAS3 MoJ service, residents receive support shaped around their circumstances, helping them build the confidence, skills and stability to move towards independence.

The results matter, but behind every statistic is a person or family whose life is moving forward.

Impact at scale

This year, thousands of people have relied on us for a safe place to live. We provide homes to 5,500+ people across 151 local authority areas, working with local authorities, government departments, registered providers, landlords and charities.

I am proud that we can mobilise quickly while maintaining quality. Whether we are housing a family facing homelessness, supporting someone leaving prison or creating new capacity for a council, every day matters to the person waiting for a safe home.

We cannot do this alone. I am grateful to the partners who work alongside us and to the residents who trust us to support them.

Our people

None of this would be possible without our colleagues. As the organisation has grown, they have stepped into new roles and taken on greater responsibility while continuing to care about the details that matter to those we support.

What feels like an ordinary working day to us can be a life-changing moment for someone else. Our people understand that responsibility, and it shows in their work.

Looking ahead

Creating lasting impact means helping people build a future beyond tonight's accommodation. We will keep growing and improving, and supporting more people to achieve better outcomes.

The Housing Network is much larger than I imagined in 2014, but its purpose has not changed. We will keep making a meaningful difference, one person, one family and one home at a time.

We cannot do this alone. I am grateful to the partners who work alongside us and to the residents who trust us to support them.

Marc Goodkind

Marc Goodkind
Managing Director





Gary Teper gave evidence to the Justice Committee's inquiry on "Rehabilitation and resettlement: ending the cycle of reoffending" in December 2025.

Accelerating change

A word from our Managing Director, Gary Teper

Positive and impactful accommodation

In previous reports, I have described THN's move from principally providing accommodation to delivering more positive and impactful accommodation, support and supervision as an integrated service. That transition has accelerated over the past year, most clearly through the growth of our Active Opportunities Pathway (AOP).

Launched in September 2024, AOP now has seven specialist services and 1,020+ commissioned units across 14 schemes in eight local authority areas. It supports vulnerable families, rough sleepers, prison leavers, care leavers and victims/survivors of domestic abuse, and people with complex needs.

As circumstances change, people can step up/step down through the pathway rather than start again with a new provider.

Measuring our impact

Housing more people does not automatically mean doing more good. However, findings from an independent Homeless Link evaluation estimate that withdrawing AOP provision for 394 residents would create at least £3.51 million in additional annual public sector costs. The AOP service also costs local authorities substantially less than the modelled alternatives.

These figures matter, but they cannot fully capture the work of preventing crisis, managing risk and stabilising households. Over 12 months, we provided accommodation to 207 families with 300 children, including 142 under five. Giving those children a good home and stability during their formative years may be our most important impact.

Our people

None of this happens without our colleagues. Last year, Best Companies recognised THN as a "One to Watch", but the staff feedback mattered more. Colleagues asked us to improve recognition, wellbeing and communication. We have responded with a recognition programme launched during the year, a Simplyhealth cash plan for all staff, and regular company-wide meetings (town halls), roadshows and newsletters.

Our teams do difficult work, often in challenging circumstances. I am grateful to them.

A sector about to be regulated

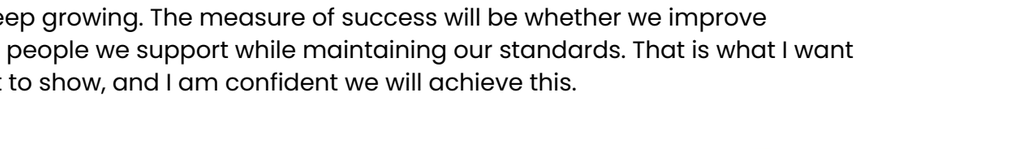
In April 2026, the government set out its plans for national supported housing standards, local licensing and a link to Housing Benefit entitlement.

I welcome greater scrutiny. A small number of providers have damaged the sector's reputation by taking public money and giving little back. We have been building towards stronger standards for some time and intend to be ready early.

Looking to the future

I expect THN to keep growing. The measure of success will be whether we improve outcomes for the people we support while maintaining our standards. That is what I want next year's report to show, and I am confident we will achieve this.

> **Our teams do difficult work, often in challenging circumstances. I am grateful to them.**
>
> **Gary Teper**



Gary Teper
Managing Director



Our timeline

May 2015
Head office moved to Luton

October 2018
250+ self-contained properties housing 500 people

March 2020
First supported contract: Coventry City Council

April 2021
Awarded a CAS3 vanguard contract

November 2022
Our first Social Impact Report is produced

February 2023
Carbon Reduction Plan started

April 2023
Awarded four new CAS3 regions

November 2023
Winner in Lloyds Bank British Business Excellence Awards

January 2024
THN turns 10, housing 4,500+ people per night and counting

August 2024
More than a Voice, lived experience, was launched

September 2024
Our first AOP scheme in Leicester

January 2025
More Than a Roof charity partnership launched

February 2025
AOP Breathe, for families, in Wolverhampton launched

April 2025
£25k raised from 2025 Manchester Marathon

July 2025
B Corp certification awarded

June 2026
Homeless Link - Social Value validation report for AOP

July 2026
AOP Link launched for prison leavers

July 2026
AOP Momentum, for care leavers, launched

To be continued...

What guides us

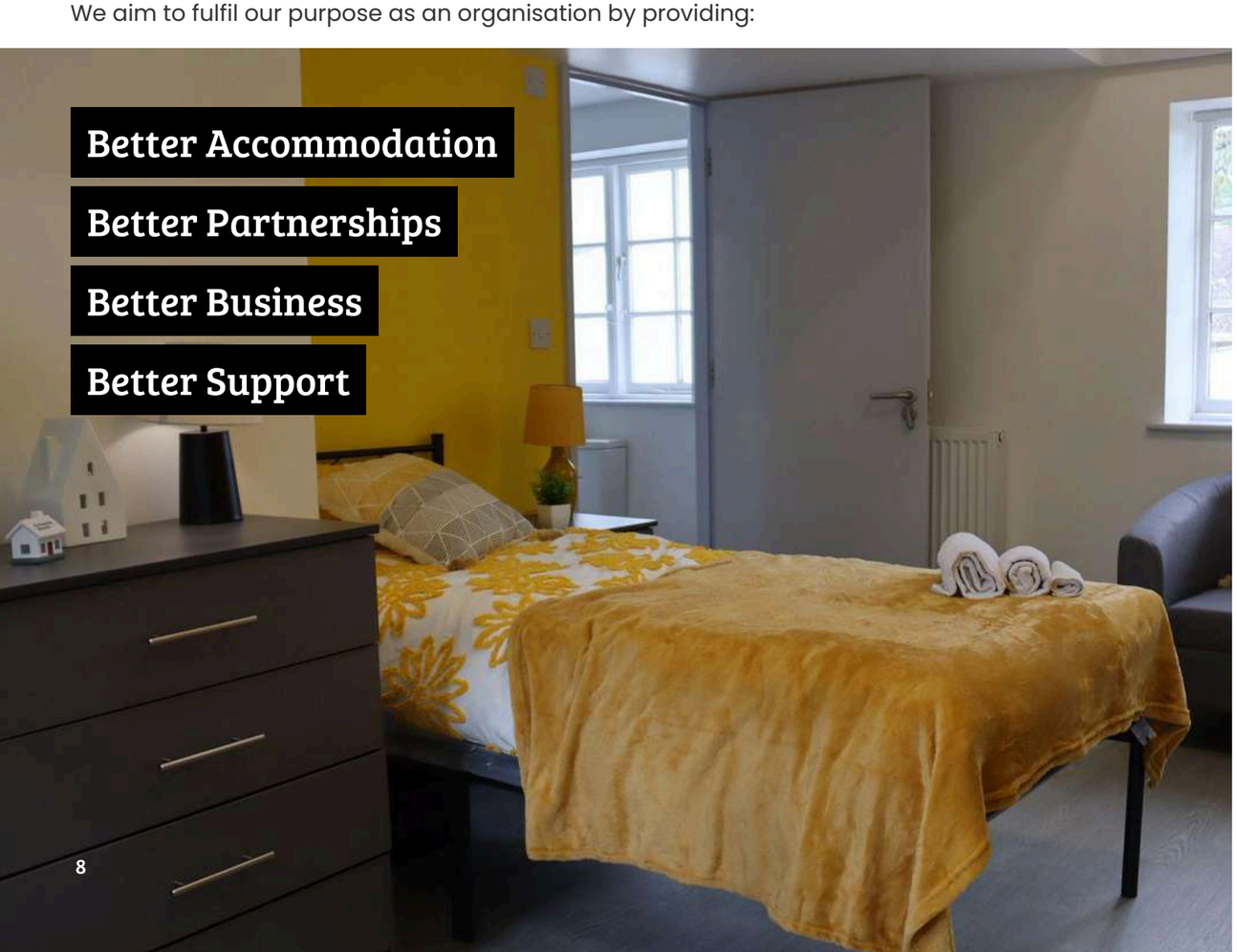
At The Housing Network, we put people at the heart of everything we do. Every resident has their own story, strengths and aspirations, and we take the time to understand what matters to them. Our approach is built on dignity, respect and support that reflects each person's needs and experiences.

We believe in providing more than a roof. By combining safe, welcoming accommodation with dedicated support, we help people find stability, rebuild confidence and move towards a more independent future.

Lasting change takes partnership. We work closely with local authorities, landlords, community organisations and support services to create opportunities for our residents. Through responsible, sustainable ways of working, we strengthen these partnerships and make a positive difference to people and communities.

Our mission

We aim to fulfil our purpose as an organisation by providing:



Our values

We believe our values should be reflected in our behaviour towards our colleagues, partners and residents while we work to achieve our Strategy 2024>29. Our values are:

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.

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.

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.

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 vision

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



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. Estimates suggest that more than 382,000 people in England were experiencing homelessness in 2025, living in temporary accommodation, hostels or sleeping rough*.

Behind every number is a person or family facing uncertainty. This scale of need reinforces the urgency of providing safe homes and the support people need to move from crisis to stability.

We believe in providing more than a roof. Our approach combines safe accommodation with tailored support, helping residents address challenges relating to mental health, substance misuse and access to employment, while building confidence and independence.

Through our Active Opportunities Pathway (AOP), services such as Seen & Heard support single adults with multiple, complex needs. Working alongside local authorities, charities and community partners, we help people rebuild their lives and work towards a settled home. We believe ending homelessness is possible. It takes compassion, investment and strong partnerships, with support that meets immediate needs and creates opportunities for lasting change.

Together, we house hope — working towards a future where everyone has a safe, stable place to call home.

382,000 people in England were homeless in 2025, living in temporary accommodation, hostels or sleeping rough*

**Source: Shelter's Homelessness in England 2025 analysis*



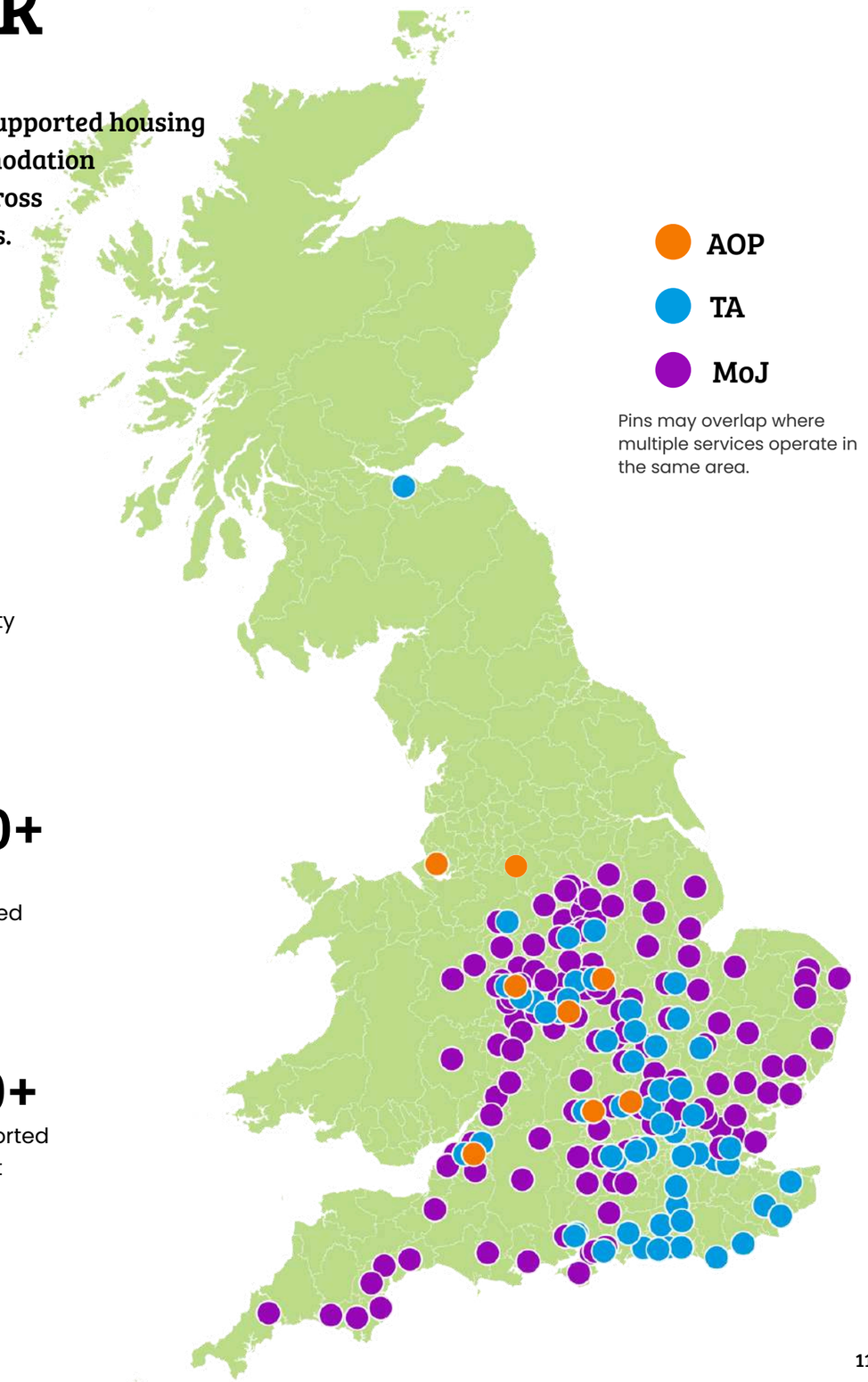
Where we work

Delivering supported housing and accommodation solutions across communities.

151
Local authority areas

1,020+
AOP units commissioned

5,500+
people supported per night



Pins may overlap where multiple services operate in the same area.

Commercial

Building partnerships that create lasting impact

A safe home is the starting point, but lasting impact depends on what happens around it. At The Housing Network, our approach very deliberately combines the best of third, public and private sector strengths, bringing local authorities, landlords and support teams together to create homes that meet local needs and give people a stronger foundation for the future.

Over the past year, we have continued to develop partnerships that help us respond to housing pressures while keeping the needs of residents at the centre of each service. Through our Active Opportunities Pathway (AOP) model, we provide different levels of housing and support as people's circumstances change, helping them build stability and move towards greater independence.

What does commercial success mean to you?

For me, commercial success means creating innovative, impactful and cost-effective services that work for everyone involved: residents receive safe, suitable homes and meaningful support; local authorities gain a reliable partner; and landlords can see their properties making a positive difference. As we grow, our focus remains on building partnerships that are sustainable, accountable and capable of delivering lasting outcomes.



Using our unique and deliberate approach in combining the best of third, public and private sector strengths, I am certain we really have created a model that can help end homelessness and the harm it causes.

Mark Turner

Mark Turner
Chief Commercial Officer



Our commercial performance

96.6%
tenancy sustainment achieved across AOP

34%
positive move-ons across AOP

+75%
reduction in subsidy loss* across AOP

1,020+
units commissioned

"For me, commercial success means creating innovative, impactful and cost-effective services that work for everyone involved.

Mark Turner

Discover more about THN here

**forecast reduction in Local Authority subsidy loss for some areas, from our AOP services.*

Mobilisation

Building the foundations for lasting impact

Before residents move in, our teams find suitable properties, work with landlords and make sure homes are safe and ready. From identifying the right properties and building trusted landlord relationships to maintaining quality and compliance, our operational teams help ensure that people can move into safe, suitable homes without unnecessary delays.

Our Chief Operating Officer, Yvette Carter, oversees the teams and partnerships that turn our commitments into consistent, high-quality services. This includes ensuring that our properties meet the required standards, supporting the mobilisation of new services and bringing together colleagues, landlords, local authorities and delivery partners.

Working in partnership

Our landlords and property partners are an essential part of our success. We seek to build long-term relationships with partners who share our commitment to quality, safety and positive outcomes for residents. Clear expectations, regular communication and robust compliance processes help us ensure properties remain safe, suitable and ready to meet local needs.

These strong relationships also enable us to respond quickly when new services are commissioned.



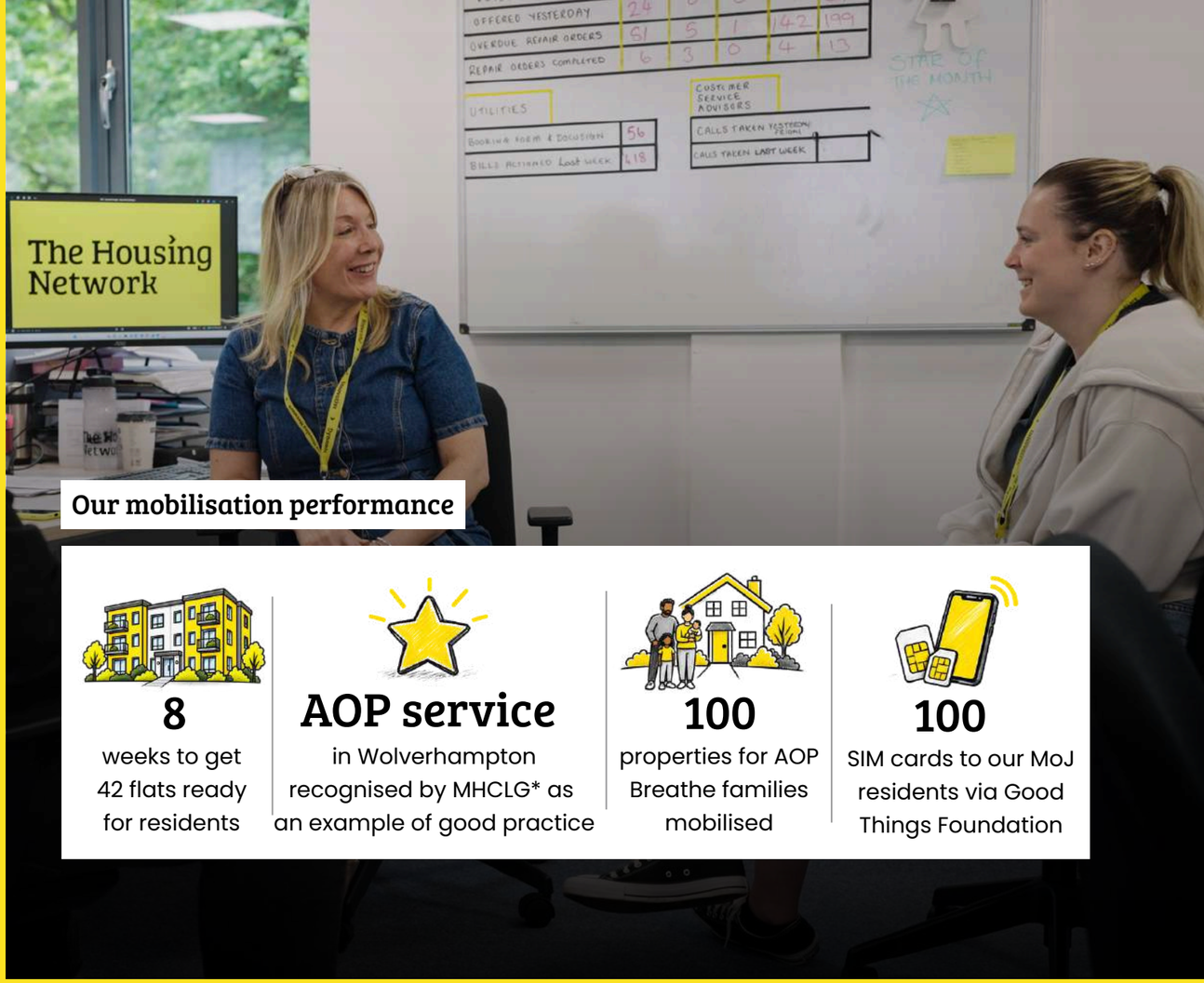
Getting it right from the start

A well-managed, compliant property is less likely to require reactive work during mobilisation. This helps our teams open services efficiently, welcome residents sooner and focus their time on delivering meaningful support.

By bringing together property, compliance, mobilisation and support expertise, we create more than accommodation. We establish the stable foundations from which people can rebuild their lives.

Yvette Carter

Yvette Carter
Chief Operating Officer



Our mobilisation performance

8
weeks to get 42 flats ready for residents

AOP service
in Wolverhampton recognised by MHCLG* as an example of good practice

100
properties for AOP Breathe families mobilised

100
SIM cards to our MoJ residents via Good Things Foundation

“Property is about far more than bricks and mortar. Every home we secure, every standard we maintain and every partnership we build creates an opportunity for someone to move forward with confidence. We are proud to provide the strong foundations that help people achieve lasting positive change.

Yvette Carter

Discover more about THN here

Ministry of Housing, Communities and Local Government

Our year in stats

Providing safe accommodation and support when it matters most.



5,500+
people supported per night



151
Local authority areas



77,159
hours of support across AOP and MoJ services



52,528
face-to-face support sessions across AOP and MoJ services



+8,000
training hours delivered to employees



2
co-produced art projects alongside residents



2
MTaR* gifted football matches attended by residents



I am able to move on with my life, off the streets, and look forward to the future.



96.6%
tenancy sustainment achieved across AOP



5
boxing and fitness initiatives



34%
positive move-ons across AOP



99%
Fire Risk Assessments (FRA) completed



+75%
reduction in subsidy loss** across AOP



100
SIM cards donated to our MoJ residents via Good Things Foundation



100%
Legionella Risk Assessments completed



74
residents engaged in cooking lessons



350+
colleagues make it happen



£3.51m+
estimated annual cost consequence benefit*** from our AOP services



+140
additional bed spaces for our CAS3 residents



84
nights of safe accommodation offered to CAS3 residents



Thank you, The Housing Network, you have changed our lives.

*More Than a Roof
**forecast reduction in Local Authority subsidy loss for some areas, from our AOP services.
***validated Homeless Link report for AOP

Our people

Great support starts with great people

Every positive outcome we achieve for residents begins with our people. Whether providing frontline support, maintaining safe homes, responding to safeguarding concerns or working behind the scenes to keep our services running, our colleagues play a vital role in delivering our social purpose.

Throughout 2025/26, we continued to invest in the knowledge, skills and wellbeing of our workforce. As our organisation and services have grown, so too has our commitment to ensuring colleagues feel equipped, supported and confident in their roles.

Our approach goes beyond mandatory training. We want to create an environment where people can develop professionally, build meaningful careers and continue learning throughout their time with THN.



Right people

Right values

Stronger relationships

Better experiences



Investment in people = investment in impact

This investment strengthens our organisation, but importantly, it also translates into safer services, better experiences and better outcomes for the people we support.

When our people grow, our capacity to create lasting social impact grows with them.

Melanie Manners

Melanie Manners
Chief People Officer



Our people performance

350+
colleagues employed

50/50
female/male split among Directors

35
internal applications

210
new job roles created and filled

Recognising our people

Recognition is another important part of building a positive workplace culture. During the year, we introduced new recognition awards to celebrate colleagues who demonstrate our values, go above and beyond and make a positive difference to residents, colleagues and communities.

These moments of recognition help shine a light on the contribution people make every day – including the work that can often happen quietly behind the scenes.

Because behind every successful move-on, every sustained tenancy, every safeguarding intervention and every resident taking another step towards independence is a team of people helping to make that progress possible.

> **Our people are at the heart of everything we do.**
>
> **Melanie Manners**

Supporting wellbeing

Throughout 2025/26, colleagues had access to a range of wellbeing support, including our Employee Assistance Programme, occupational health support, wellbeing initiatives and opportunities to connect with colleagues through team and organisational activities.

A new wellbeing pathway has also been introduced, providing a clearer route to support and helping colleagues understand where they can turn when they need additional help.

Our aim is to create a culture where wellbeing is part of everyday working life – not something considered only when somebody is struggling.

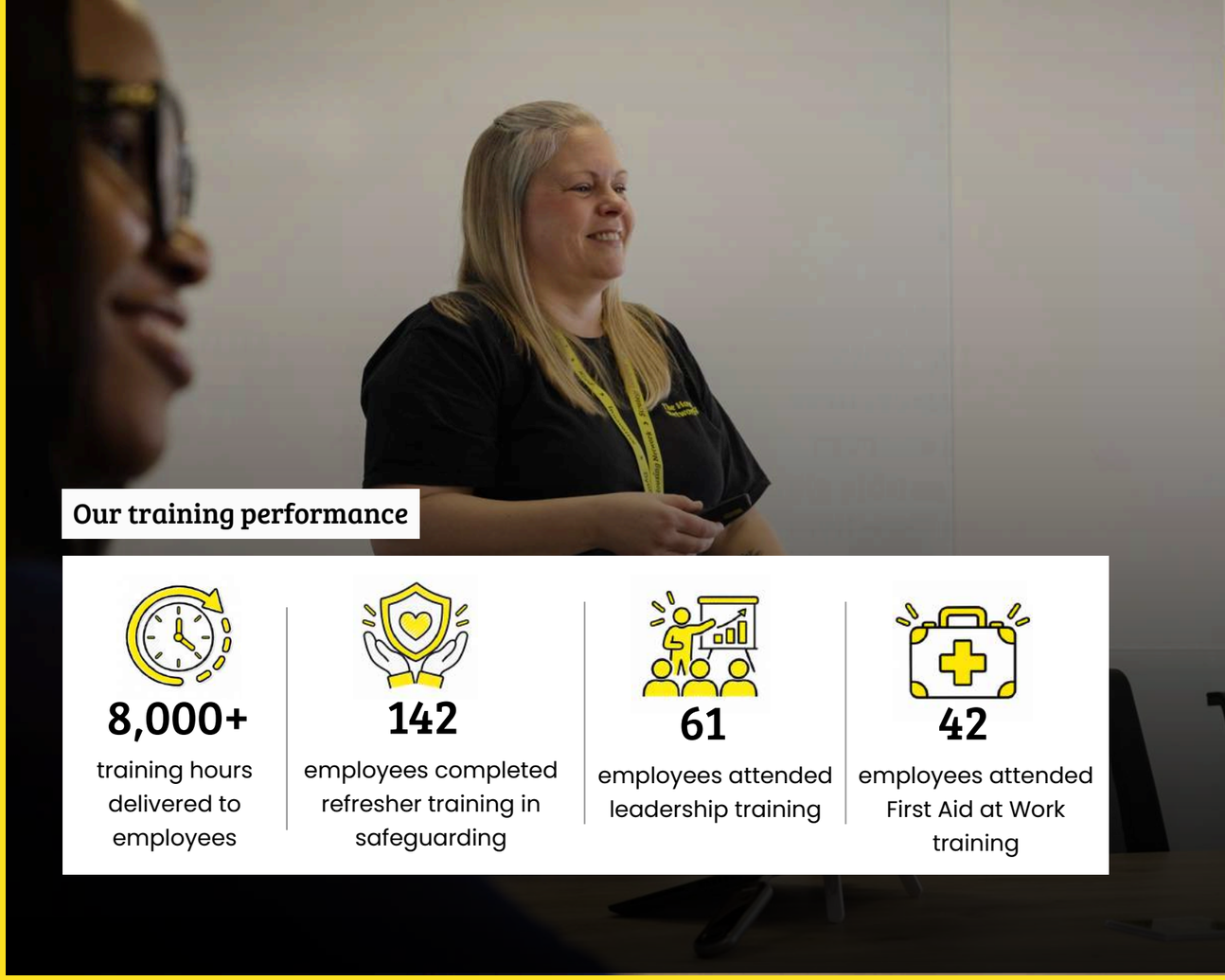
Building skills across THN

Our people are central to the quality and impact of our services. Over the past year, THN continued investing in learning and development, helping colleagues build the knowledge, confidence, and specialist skills needed to progress and deliver safe, person-centred support. Around 324 colleagues completed more than 8,000 hours of mandatory, role-specific and developmental training.

- 126 colleagues attended Sharps and Needles training
- 113 completed Trauma-Informed Practice training
- 32 completed Safer Recruitment training



First Aid at Work training



Our training performance

8,000+
training hours delivered to employees

142
employees completed refresher training in safeguarding

61
employees attended leadership training

42
employees attended First Aid at Work training

Colleagues also achieved recognised qualifications, including Level 4 Data Analytics and the Level 3 NEBOSH National General Certificate in Occupational Health and Safety.

Beyond our colleagues, THN provided 14 work placements, internships and work experience opportunities, helping individuals gain practical skills and explore careers in housing and support.

By investing in learning at every level, we are strengthening our colleagues, developing future leaders and improving outcomes for residents.

“I’ve been able to take what I learned straight back into my job. It’s made a real difference to how I approach my day-to-day work.

Trauma-Informed Practice course attendee

Check out our vacancies here

Governance & Compliance

Building confidence through compliance

Behind every successful resident placement in our accommodation is a commitment to doing things the right way.

Throughout 2025/26, The Housing Network continued to strengthen its governance and compliance framework, ensuring every property, every process and every decision supports safe, high-quality accommodation and outstanding service delivery.

From enhanced governance structures and business resilience planning to industry-leading compliance performance, our focus remains simple: protecting residents, supporting colleagues and giving our partners confidence that quality is never compromised.

Governance Board & Committee
Launched in early 2026 to strengthen oversight, policy development and organisational decision-making.

Business Continuity Plan (BCP)
Enhanced BCP is provided to ensure resilience and continuity of services.

Policies & Legislation Audit
A full audit project took place in 2026 to ensure all policies reflect current legislation, regulatory expectations and best practices.

Investing in our people

Creating safe environments starts with knowledgeable teams. During the year, we delivered:

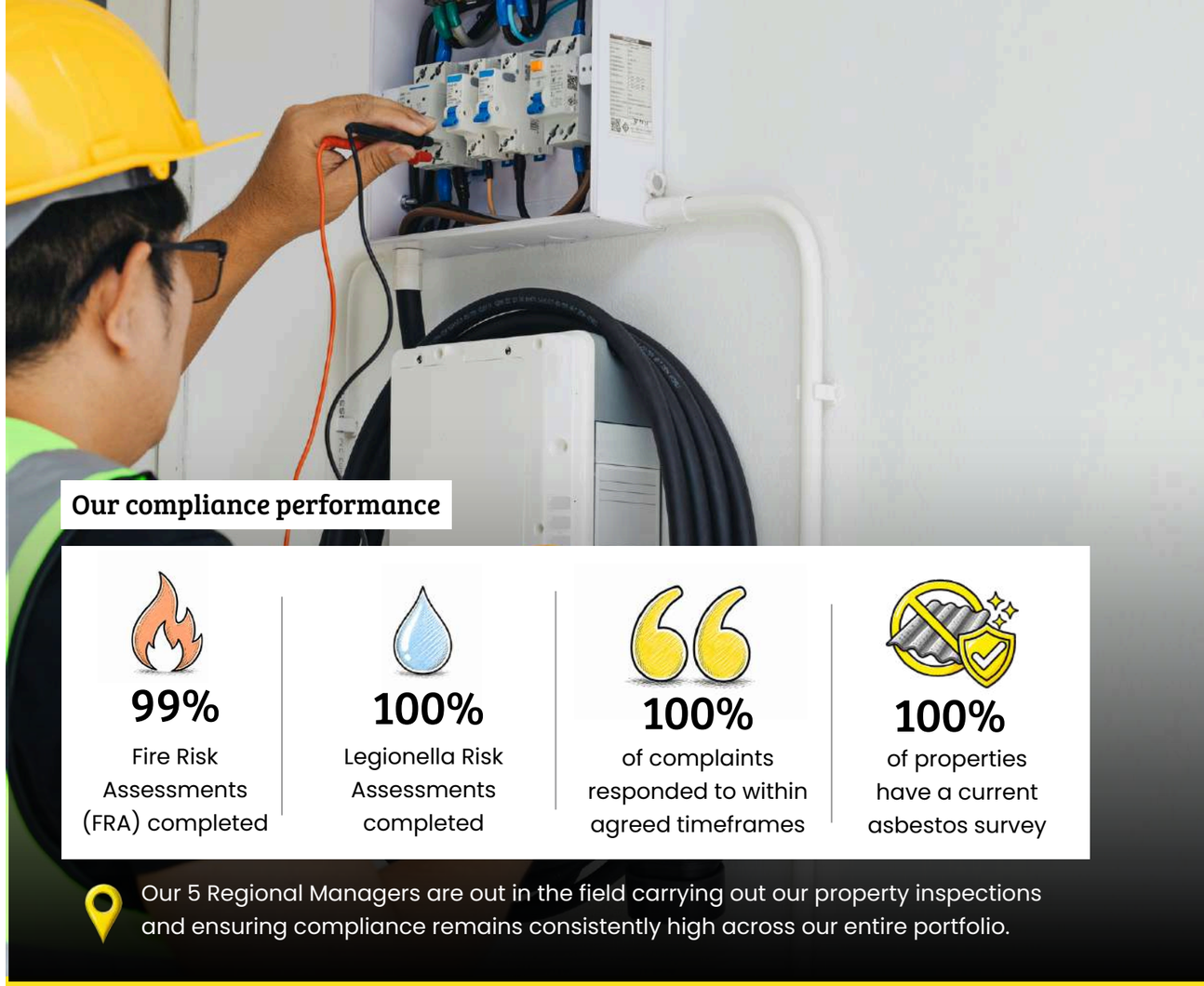
- Asbestos Awareness training across all office and field staff
- Toolbox talks on key compliance topics, including threatening phone call safety
- Ongoing compliance updates and operational learning

Strengthening Health & Safety

This year, we welcomed our new Occupational Health & Safety Manager, Emma Maggott (below), strengthening our commitment to colleague wellbeing and safer working environments.

The role provides dedicated leadership to reduce risk, improve working practices and ensure colleagues have the guidance and support they need to work safely and confidently, embedding health, safety and wellbeing into everyday decisions.





Our compliance performance

99%
Fire Risk Assessments (FRA) completed

100%
Legionella Risk Assessments completed

100%
of complaints responded to within agreed timeframes

100%
of properties have a current asbestos survey

Our 5 Regional Managers are out in the field carrying out our property inspections and ensuring compliance remains consistently high across our entire portfolio.

Case study

Asbestos Compliance

Safe homes start here



Our Compliance team and MoJ's Specialist Supported Housing Officers (SSHOs) worked together to ensure asbestos surveys and management plans were in place across all properties.

100% of properties have a current asbestos survey, with any identified asbestos managed through appropriate controls to maintain safety for residents and provide safer environments for colleagues.

This collaborative approach strengthened oversight across our portfolio and ensured any potential risks were identified and addressed. It's a great example of teams working together to turn compliance into meaningful, practical impact.

A year of strong foundations

I am incredibly proud of what our teams have achieved during 2025/26. Governance and compliance are often unseen by the people we support, yet they form the foundation of safe homes, quality services and trusted partnerships. This year we have strengthened our governance arrangements, enhanced business resilience, invested in specialist health and safety leadership and maintained exceptionally high levels of compliance across our portfolio.

These achievements are a direct reflection of the dedication, professionalism and commitment demonstrated by colleagues across The Housing Network every day. The introduction of our Governance Board & Committee, Business Continuity Plan and legislative review programme has further strengthened our ability to provide safe, consistent and well-governed services.

Looking ahead: our commitment for 2026/27

While we are proud of our achievements, we recognise that compliance is not a destination but a continuous journey of improvement. Over the coming year we will continue to mature our governance framework, strengthen our assurance processes and further embed a culture of accountability, learning and compliance across the organisation.

Key priorities for 2026/27 include:

Further developing our Governance Board & Committee to provide enhanced scrutiny and strategic oversight.

- Completing our full policy and legislative review programme to ensure continued alignment with regulatory requirements and best practice.
- Expanding our compliance assurance activities through increased property inspections, quality audits and risk-based monitoring.
- Strengthening business continuity and incident management arrangements to ensure resilience across all services.
- Investing in colleague development, providing additional compliance, safeguarding and health & safety training to build capability throughout the organisation.
- Leveraging technology and data to improve compliance reporting, performance monitoring and decision-making.

Our ambition remains clear: to set the standard for governance, compliance and resident safety within supported housing, ensuring every resident lives in a safe, well-managed home and every commissioning partner can have complete confidence in the services we provide.



I am incredibly proud of what our teams have achieved during 2025/26. Our achievements are a reflection of the dedication, professionalism and commitment of colleagues across THN every day.

Donna Bryce

Donna Bryce

Donna Bryce
Director of Governance and Compliance



Active Opportunities Pathway (AOP)

From homelessness to independence

Working with not-for-profit Registered Provider partners and local authorities, THN has developed and mobilised the Active Opportunities Pathway (AOP): a flexible, step up/step down, trauma-informed integrated accommodation and support solution for single people and families experiencing homelessness and multiple disadvantage, including domestic abuse.

AOP combines a psychologically informed environment with personalised, outcome-focused support. We assess residents' needs holistically so support reflects their individual needs and risks, meeting people where they are and helping them progress at their own pace towards their goals and independence.

Our Complex Needs Specialists work alongside residents to co-produce personalised support and safety plans. Using a strengths-based approach, interventions are tailored to reduce harm and escalation of needs. We deliver support in the right place, at the right time, using community assets such as cafés and green spaces wherever appropriate to build choice, connection, and community integration.

The service is grounded in trauma-informed practice, with safety at its core. From frontline support to concierge, cleaning and technical teams, colleagues are trained to understand the impact of trauma and reduce the risk of re-triggering it.

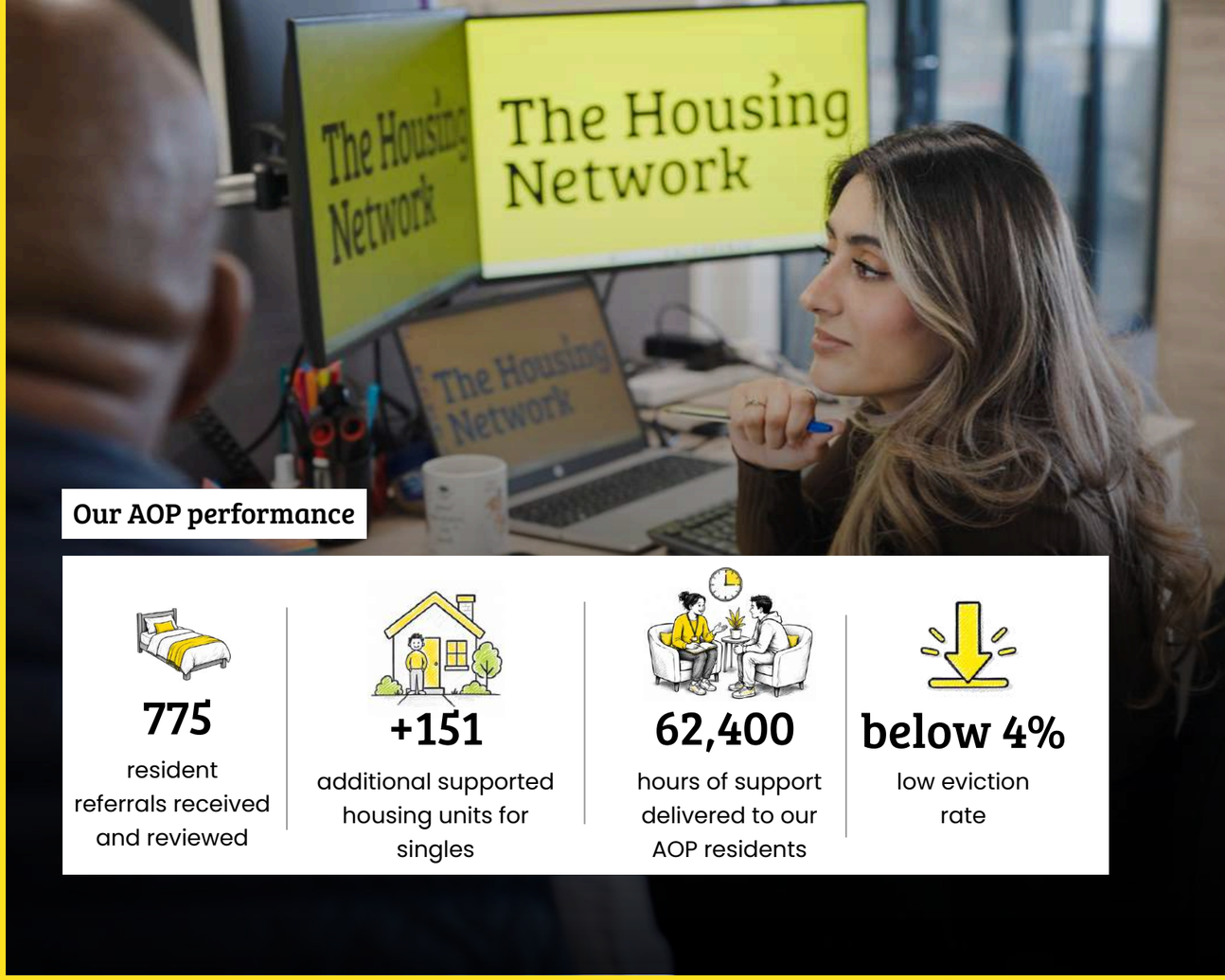


Thank you to our colleagues across AOP for the care, dedication and support you provide every day, helping residents build confidence and move towards independence.

Sukhvinder Rai

Sukhvinder Rai

Sukhvinder Rai
Director of Housing and Support



Our AOP performance

775
resident referrals received and reviewed

+151
additional supported housing units for singles

62,400
hours of support delivered to our AOP residents

below 4%
low eviction rate



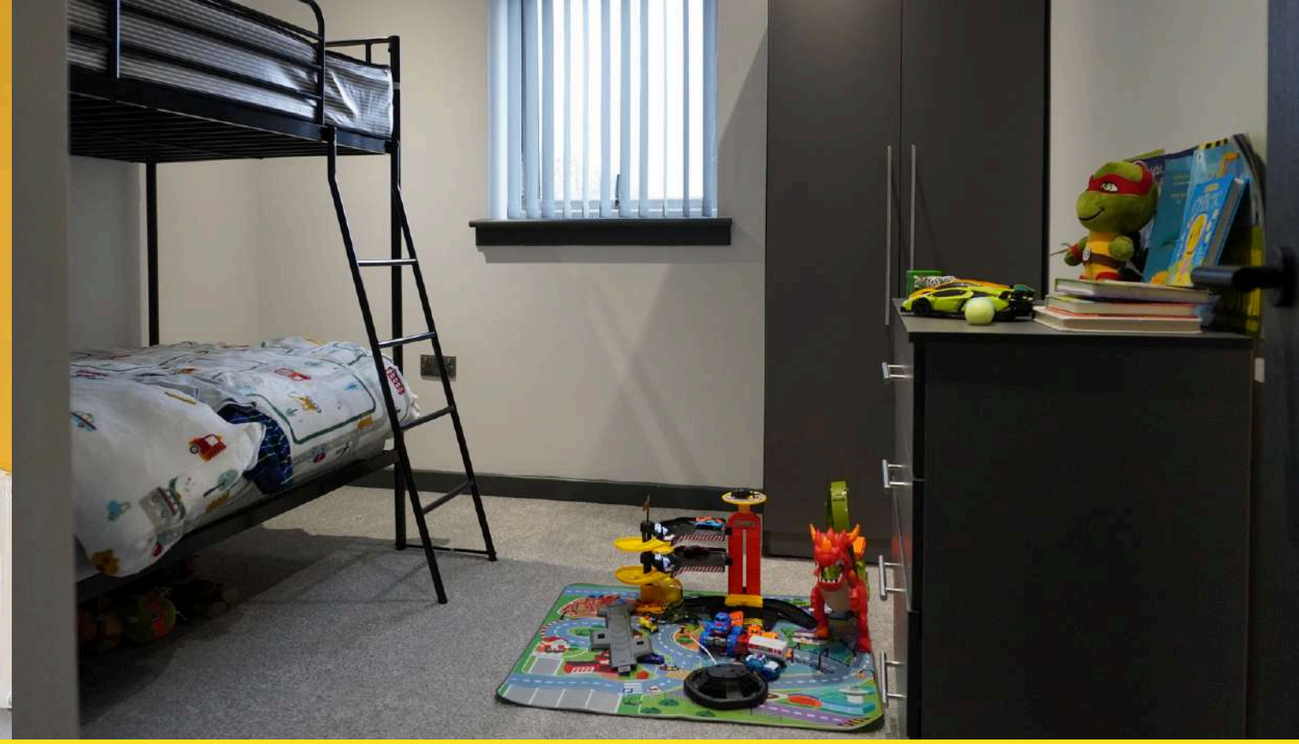
Dependence → Resilience → Opportunity

Our AOP model allows residents to step up/step down as their circumstances change. The goal is to help each person or family reach their own 'Opportunity Zone' – where their level of independence is greater than their need for support.

Personalised and evidenced support

Digital support planning helps residents and teams monitor progress across areas including tenancy and accommodation, self-care and living skills, money, employment and training, relationships, drug and alcohol use, physical and emotional wellbeing, community participation, living within the law and personal aspirations.





How the pathways work:

AOP Safe & Sound
A gateway for single adults experiencing homelessness and severe multiple disadvantage. It provides immediate safe accommodation alongside intensive housing management and personalised, trauma-informed support. The service focuses on stabilisation, risk reduction, improved wellbeing, and comprehensive needs assessment, enabling residents to build the foundations for sustained recovery and progress into longer-term pathways such as Seen & Heard or Live & Grow.

AOP Seen & Heard
A high-support accommodation service for single adults with intersecting and complex needs who benefit from greater structure and oversight. Typically delivered as 24/7 staffed micro-hostel accommodation, combining intensive housing management with personalised, trauma-informed support to promote safety, stabilisation and engagement before progression to the less intensive, semi-independent Live & Grow support pathway.

AOP Live & Grow
A lower-support pathway for single adults who are able to live with greater independence but still require structured support and housing management awareness to prepare for move-on. Focuses on tenancy sustainment, practical living skills, financial capability, wellbeing, education and employment, enabling residents to take increasing responsibility for their accommodation and progress towards independent living.

AOP Breathe
A specialist pathway for families experiencing homelessness and multiple disadvantage. Provides psychologically informed accommodation to create a home where children can thrive. The provision offers tailored support, housing management and safeguarding coordination, helping parents create a stable home, strengthen resilience and address barriers to sustaining independent family life.

AOP Momentum
A specialist pathway for care leavers and young adults aged 18–25, providing an appropriate transition from care or other supported settings towards independent adulthood. Support focuses on tenancy readiness, practical living and financial skills, emotional wellbeing, healthy relationships, education, training and employment, and developing the confidence and resilience required to sustain an independent tenancy.

AOP Link
A specialist pathway bridging the gap between short-term Ministry of Justice communal accommodation and longer-term Supported Exempt Accommodation for prison leavers who require continued holistic support before they are ready for independent living and employment. It provides continuity of accommodation using a flexible step up/step down approach to reduce the risk of repeat homelessness and re-offending.

AOP Rise
A specialist pathway for people affected by domestic abuse, sexual exploitation, trafficking and other forms of abuse and violence. The model recognises how gender and culture can influence experiences of trauma, risk, safety and recovery, combining safe accommodation with enhanced safeguarding, trauma-informed support and multi-agency risk management to support recovery and progression towards independence.

> **Our child can now grow up in a safe, warm place to call home**
>
> **AOP Breathe resident**

Discover more about our AOP service here



Case study: AOP Seen & Heard

How one man's love of music has been reignited

When Gary arrived at our AOP service, confidence was something he had lost along the way. But through the right support, encouragement, and stability, he has rediscovered not only himself — but his passion for music too.

Today, Gary is releasing new music and rebuilding his confidence step by step.

The impact:
His story is a powerful reminder that homelessness support is about more than a roof. It's about helping people rediscover purpose, rebuild confidence, and reconnect with the things that make them who they are.

Watch Gary's story





Case study: AOP Seen & Heard

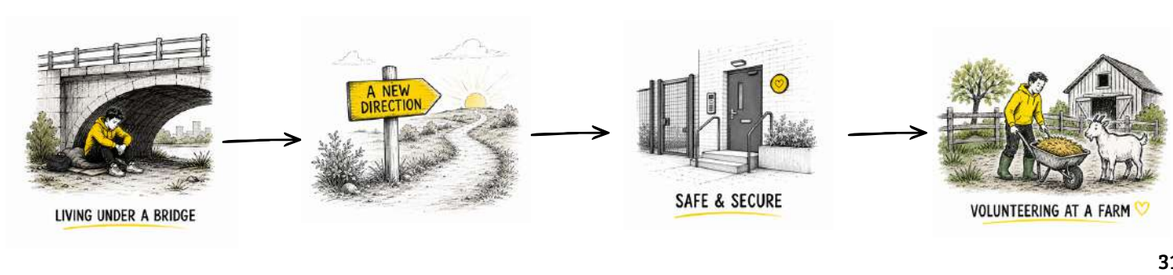
From living under a bridge to safe and secure

James moved from literally living under a bridge to safe and secure accommodation, gaining stability and support to take positive steps forward.

Now volunteering at a community farm, his journey shows how a safe home and the right support can create opportunities for connection, participation and renewed purpose.

The impact:
Having a secure base helped James look beyond immediate survival and begin rebuilding his life. His move into volunteering reflects this progress, opening up opportunities for routine, community connection and meaningful activity.

Read more stories here





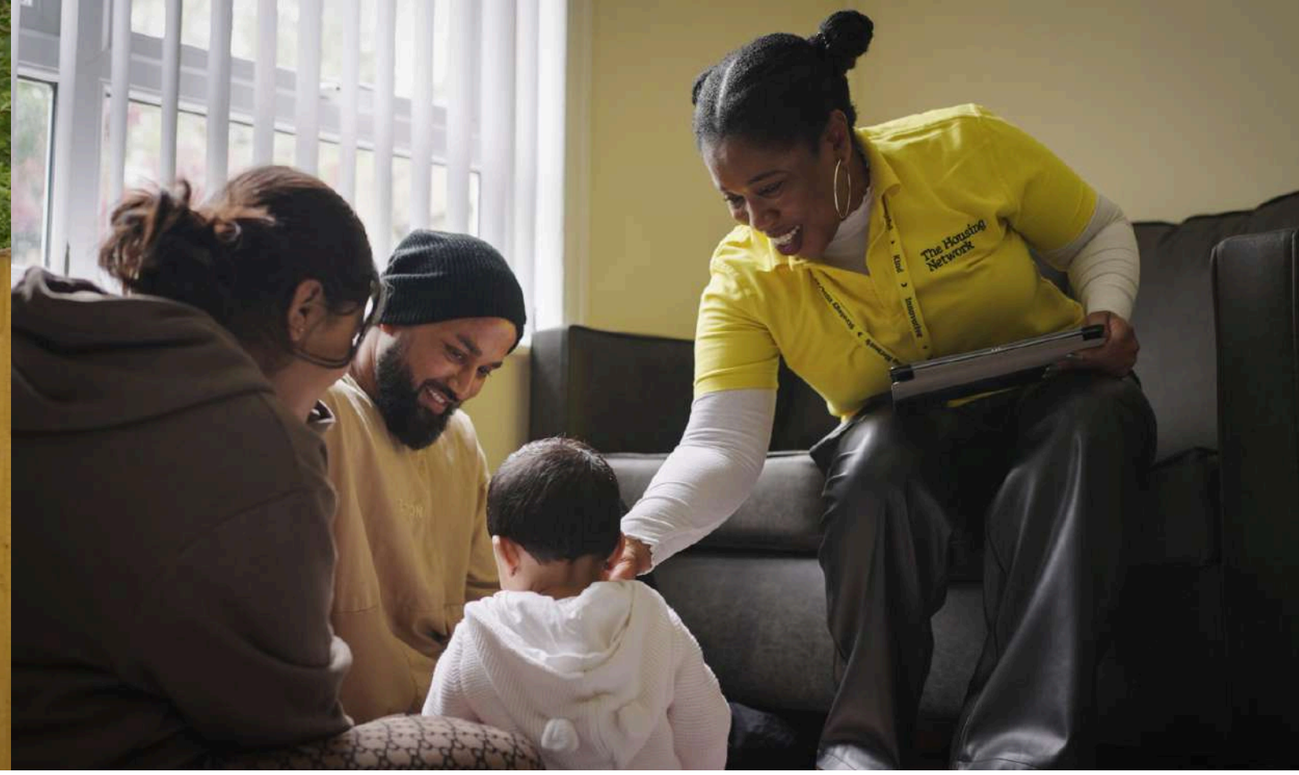
Stability and support to focus on his children

Following a marriage breakdown, Richard and his two children, one of whom has severe disabilities, came to The Housing Network in need of a safe home. Now caring for both children full time, Richard has the stability and support to focus on his family and look ahead with renewed hope.

The impact:
The family is now ready to move out and into a home of their own, with both children happy and settled into their routines and schools. Richard is exploring courses to build his skills and prepare for a return to work.

Read more stories here



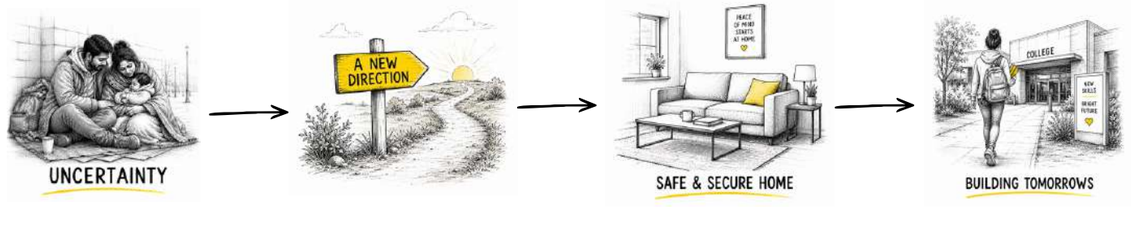


From uncertainty to stability

When this young family lost their home, they needed stability for their one-year-old child. Through our AOP, they found a safe home and personalised support, helping them rebuild their confidence, establish routines and plan for the future.

The impact:
Today, their child is growing up in a safe environment, while the mother has returned to education to improve her English and create new opportunities for the family. Their journey shows how the right home, combined with the right support, can transform lives and build lasting hope.

Watch Mo's story





Case study: AOP Live & Grow

Finding confidence and connection through photography

For Coventry photographer Neil, an AOP resident, a camera became a way to manage anxiety, build confidence and connect with the world. Today, he uses that passion to help others experiencing mental ill health with support from the team at THN.

A creative turning point

Neil has experienced mental health difficulties since he was 15. After five years living with agoraphobia and severe panic attacks, a camera given to him by his mum offered a way forward. Photography helped him manage anxiety and venture outside. Capturing Coventry's streets gave him a creative focus and a connection to the city around him.

Using his experience to help others

Neil established Confidence Through Photography eight years ago after struggling to find suitable support. He wanted to help others get out and about, explore their creativity and meet people. Through the group, Neil shares his skills with people living with mental ill health. Following a fall in attendance after the pandemic, he is rebuilding it as a space for photography and social connection.

Turning an ambition into an achievement

Neil has also self-published a book of his Coventry photographs. Created during a mental health crisis, it gave him focus and a goal to work towards.

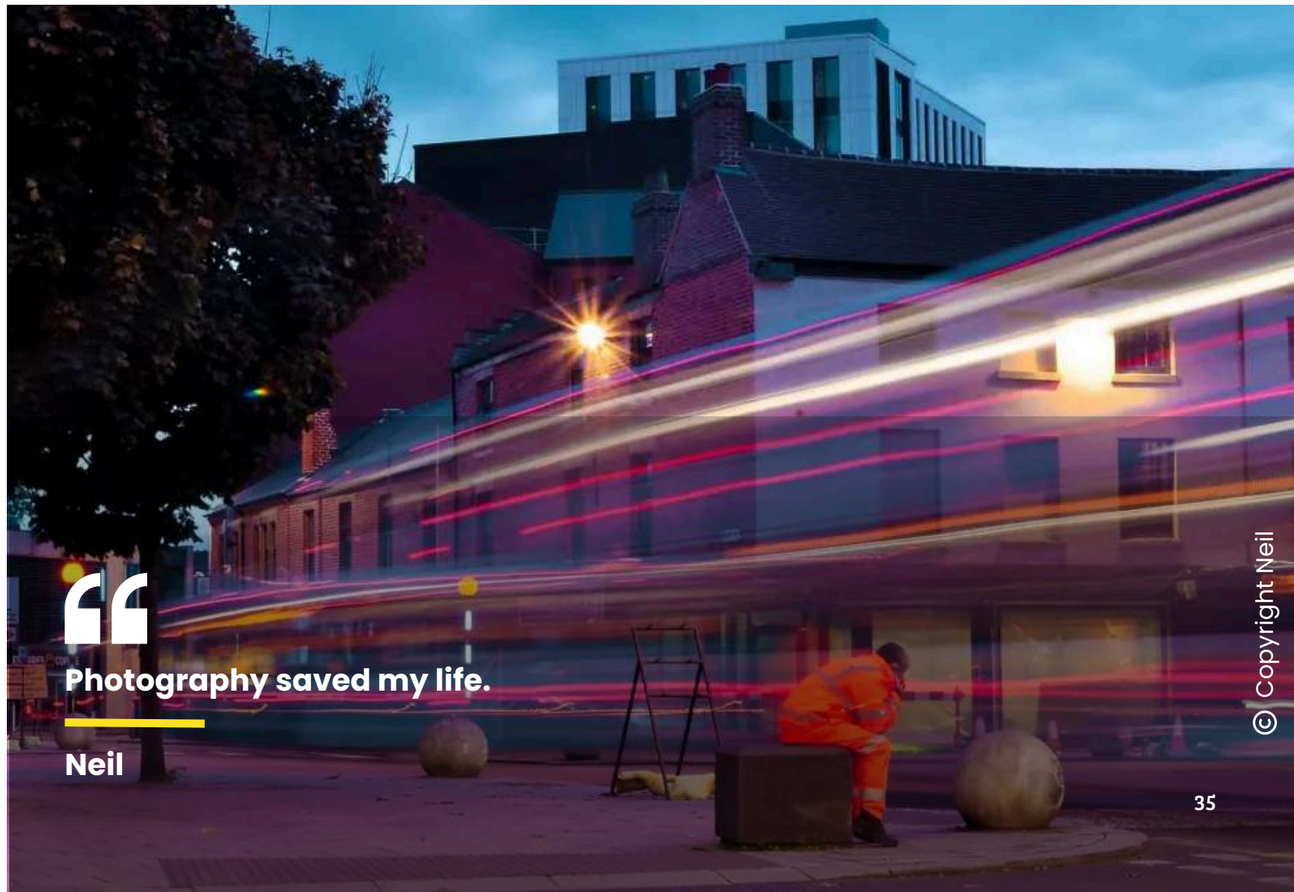
Despite previously lacking confidence, he pursued his long-held ambition. The finished book captures the streets, landmarks and everyday life of a city he feels deeply connected to.

Creating opportunities for connection

What began as a way to manage anxiety has become a source of purpose and achievement. Through Confidence Through Photography, Neil now helps others develop creative skills, connect with people and engage with their community.



The impact:
Photography helped Neil manage anxiety, build confidence and find purpose. He now helps others develop creative skills and connect with their community.



Creativity that matters

What started as an art session has become something much bigger.







We collaborated with independent charity More Than a Roof and Sam D'Cruze from Child Of Project for a co-production art project in Leicester and Coventry. Sam sparked something truly powerful within our residents.

Since April 2025, weekly art sessions have become a catalyst for confidence, connection and lasting change.

The impact speaks for itself. Every participant reported improvements in their:

- **Mood**
- **Emotional wellbeing**
- **Communication**
- **Creativity**
- **Social interaction**
- **Confidence**

Every participant left feeling significantly better than when they started.

But the real story goes beyond the numbers.

People are creating outside the sessions. They're rediscovering talents they thought they'd lost. They're replacing harmful habits with healthy ones.

Some shared that the sessions helped them reduce alcohol use, maintain sobriety, rebuild relationships and find a new sense of purpose.



Our art co-production project performance

100s
of art supplies like paint, wool and paper

15
attendees from AOP Leicester

1
art exhibition

15
residents reported improved wellbeing







Because of art therapy, I have cut down on my drinking and am working on stopping completely.

AOP Leicester resident

Watch the art project video

Making a measurable difference.

Homeless Link

Valued. Validated.

We're proud to share the findings of the Active Opportunities Pathway (AOP) validation report by Homeless Link.

The independent validation confirms that AOP is delivering meaningful outcomes for individuals, families and communities, while helping to reduce pressure on local services.

The findings highlight the complexity of homelessness and the importance of providing more than accommodation alone. 86% of Live & Grow residents recorded as single homeless had additional support needs, while AOP Breathe supported 207 families and 300 children during the 12-month period examined.

Across the 394 residents evaluated, Homeless Link identified a minimum estimated £3.51 million annual public-sector cost consequence if AOP supported housing were withdrawn, an average of £8,910 per household or resident.

The findings provide independent evidence of the value of combining a safe, stable home with person-centred support, helping prevent crisis, build stability and create a pathway towards greater independence.

Real impact. Proven outcomes.

Stable homes
Reduced evictions and sustained tenancies

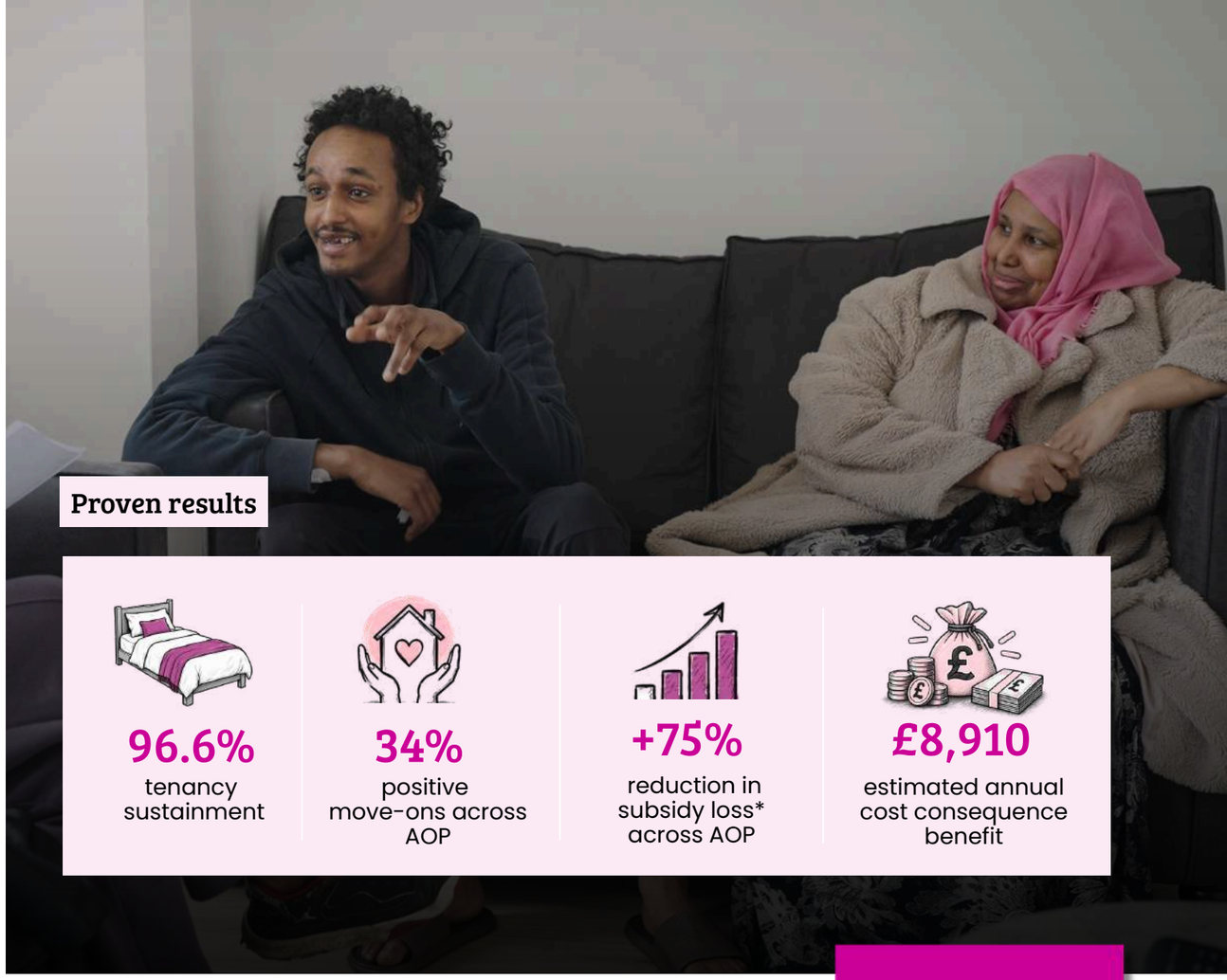
Better wellbeing
Improved mental health, confidence and resilience

Pathways to work
More people in education, employment and training

Stronger communities
Less demand on statutory services

Cost-effective
Significant savings for local authorities

Scalable and replicable
A model that works across people and places



Proven results

96.6%
tenancy sustainment

34%
positive move-ons across AOP

+75%
reduction in subsidy loss* across AOP

£8,910
estimated annual cost consequence benefit

AOP is more than a housing pathway - it's a proven, transformational model that changes lives and reduces costs.

Homeless Link
Validation report - June 2026



Read the full validation report here

**forecast reduction in Local Authority subsidy loss for some areas, from our AOP services.*

MoJ: CAS3

Ministry of Justice

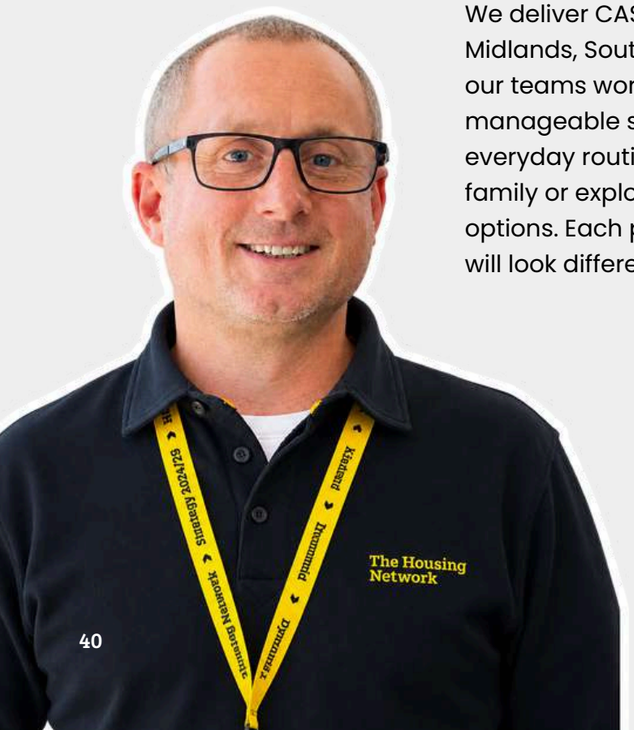
A stable start after prison

For someone leaving prison without a home to go to, the first night after release can be critical. Without a safe place to stay, it can be much harder to attend appointments, reconnect with support or begin rebuilding a life in the community. Stable accommodation provides somewhere to pause, establish a routine and focus on the decisions that come next.

Community Accommodation Service Tier 3 (CAS3) provides eligible prison leavers at risk of homelessness with temporary accommodation and support for up to 84 nights. At The Housing Network, that support begins from the first night of release. Residents arrive at furnished accommodation with basic food and toiletries, helping them settle in and meet their immediate needs. Our support officers then make weekly visits, offering practical guidance and helping residents maintain their placement, engage with probation and other services, and plan for settled accommodation.

Building stability, one step at a time

The transition from custody to the community is rarely straightforward. People may be facing unemployment, strained relationships, substance dependency or poor mental health, often while trying to navigate unfamiliar systems and make important decisions about their future. A home does not resolve those challenges on its own, but it provides a foundation from which they can begin to be addressed.

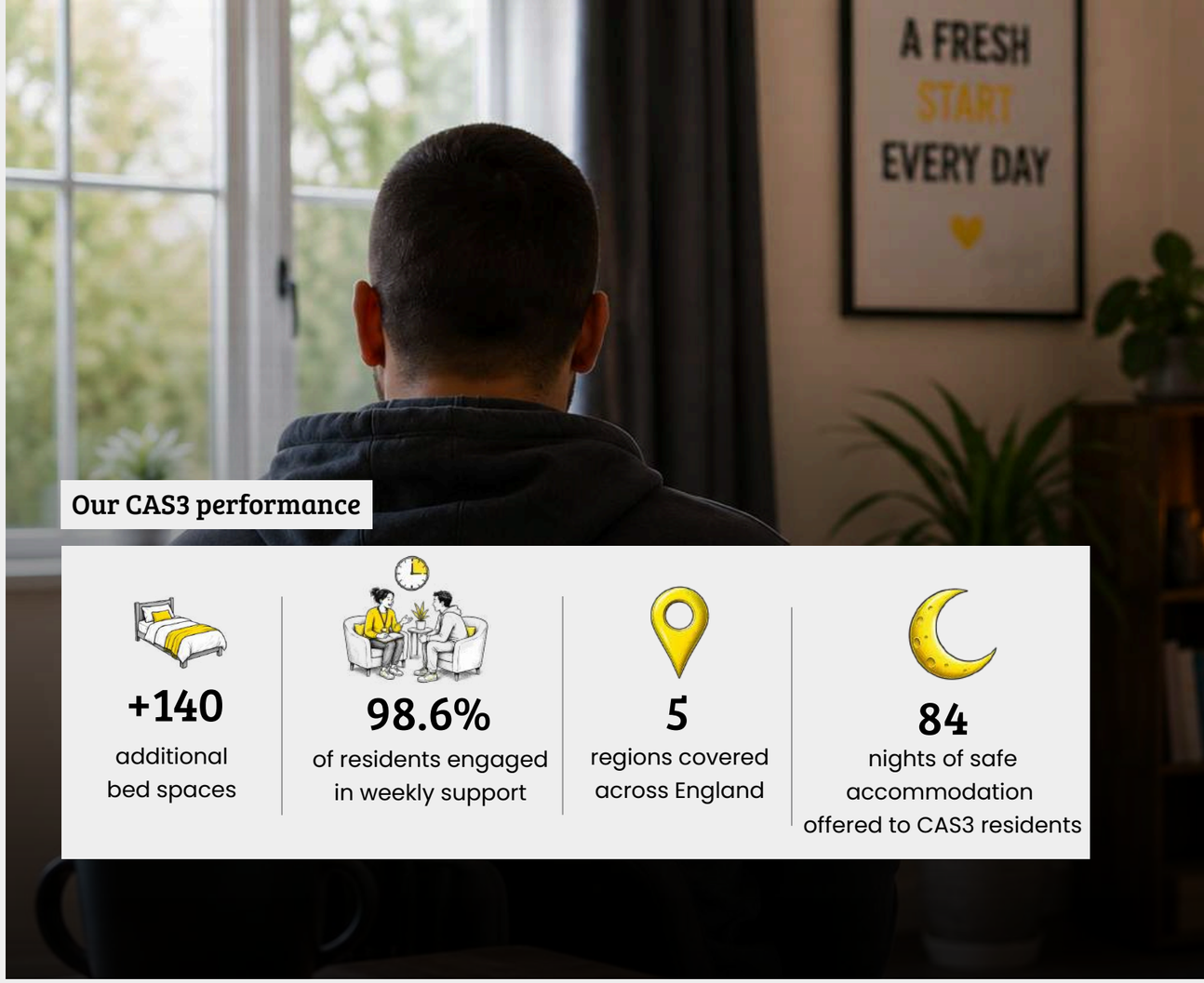


We deliver CAS3 across the East of England, East Midlands, West Midlands, South Central and South West. Across these regions, our teams work with residents to identify their goals and take manageable steps towards them. That might mean rebuilding everyday routines, attending appointments, reconnecting with family or exploring employment and longer-term housing options. Each person's circumstances are different, so progress will look different for each resident.

Discover more about our CAS3 service here

Jonathan Vellacott

Jonathan Vellacott
Director of Specialist Services



Our CAS3 performance

+140
additional bed spaces

98.6%
of residents engaged in weekly support

5
regions covered across England

84
nights of safe accommodation offered to CAS3 residents

Looking beyond 84 nights

CAS3 is designed as a bridge between custody and the next stage of someone's life. Its value is measured not only by the nights of accommodation provided, but by what becomes possible during that time: greater stability, stronger connections to support and a clearer route towards independence.

Maintaining a safe, stable home was an important step forward for a resident whose previous placements had broken down. With consistent support, she developed positive routines and began preparing to apply for work.

The two case studies on the following pages show how a safe home and dedicated support can give people the stability to move forward.

> **Stable accommodation is the foundation on which successful resettlement is built.**
>
> **Jonathan Vellacott**



Case study: MoJ

Building momentum, from day one

From the start of his CAS3 placement, one resident was focused on making the most of the opportunity for employment, wellbeing and a clear path forward.

Working with his support worker, he set three clear goals:



Progress came quickly. Within just seven days, he secured work as a roofer, alongside further offers of work as a handyman and gardener.

On his second day, he also returned to boxing, bringing exercise, structure, discipline and something he enjoyed back into his routine.

Just one third of the way through his placement, he had already achieved two of his three goals and was actively working towards the third: securing his next home.





Case study: MoJ

Success is what doesn't happen

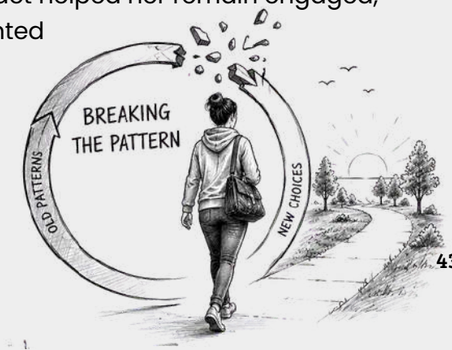
One female CAS3 resident had experienced previous placements that had broken down because of behaviours that put her accommodation and independence at risk.

This time, the focus was on doing things differently. Working with her THN support worker, she identified the patterns that had caused difficulties in the past and developed practical strategies to avoid repeating them.



She began making different choices, distancing herself from negative influences and building more positive routines. Regular support and contact helped her remain engaged, maintain her accommodation and focus on what she wanted her future to look like.

She also wanted to move towards employment. Support focused on recognising her existing skills, developing her CV and building experience and confidence around applying for jobs and the recruitment process.



Temporary Accommodation (TA)

A safe place to start again

177,530 children in England are currently living in temporary accommodation, the highest number on record*. When a family reaches a breaking point, TA provides an essential safety net, preventing homelessness from escalating. That immediate response is critical, but the quality of the accommodation matters.

Hotels and isolated B&Bs are not designed to support family life. There may be nowhere suitable for children to complete their homework, limited facilities for preparing nutritious meals, and families can be placed far from schools, healthcare and existing support networks. What begins as an emergency measure can become months — or even years — of uncertainty, affecting children's education, routines and wellbeing.

Since 2014, The Housing Network has provided local authorities with safe, comfortable and fully furnished self-contained TA. Our homes offer families greater privacy, independence and dignity, with the space and facilities needed to maintain everyday routines.

**Source: Ministry of Housing, Communities and Local Government - Statutory homelessness in England: January to March 2026.*

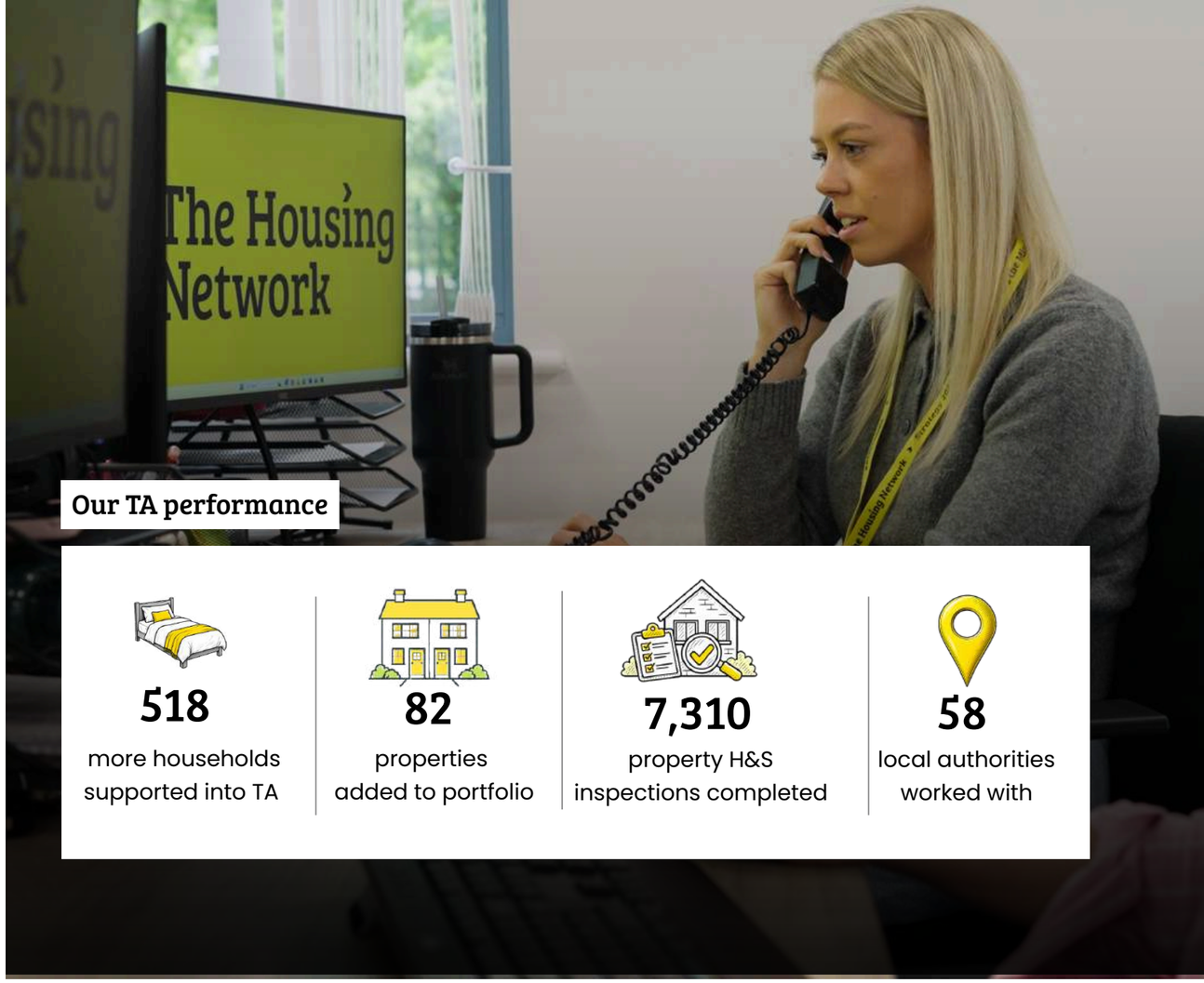


Through strong partnerships and the dedication of our teams, we provide families with safe, welcoming homes when they need them most.

Peter Smith

Peter Smith

Peter Smith
Director of Strategic Partnerships



Our TA performance

518
more households supported into TA

82
properties added to portfolio

7,310
property H&S inspections completed

58
local authorities worked with

Properties are regularly inspected and maintained to high standards by our own maintenance professionals. Dedicated property managers oversee arrivals and departures, while a 24/7 maintenance service ensures that problems can be addressed quickly, day or night.

Our flexible nightly model also enables local authorities to respond as demand changes, providing a more suitable and cost-effective alternative to hotels and B&Bs.

TA should never become a permanent destination. By providing a safe, welcoming and well-maintained home at a moment of crisis, we help create the stability families need while they move towards a secure, long-term future.

Discover more about our TA service here

Finance

Financial responsibility and local impact

How we spend matters. By working with UK businesses, including suppliers in the communities where we operate, we support local economies while securing the services needed to provide safe, well-maintained homes.

An estimated 61% of our supplier spend was with small and medium-sized enterprises (SMEs) for the year ended March 2026 (excluding utilities, insurance and rent).

80% of our supplier invoices are paid within 30 days, and we have an average payment time of 18 days.

We ask prospective suppliers for information about their operations, insurance, policies and relevant accreditations. We assess them against legal, regulatory, health and safety, and professional requirements, and review supporting evidence as part of ongoing supplier management. This helps us make responsible purchasing decisions with residents' wellbeing in mind.

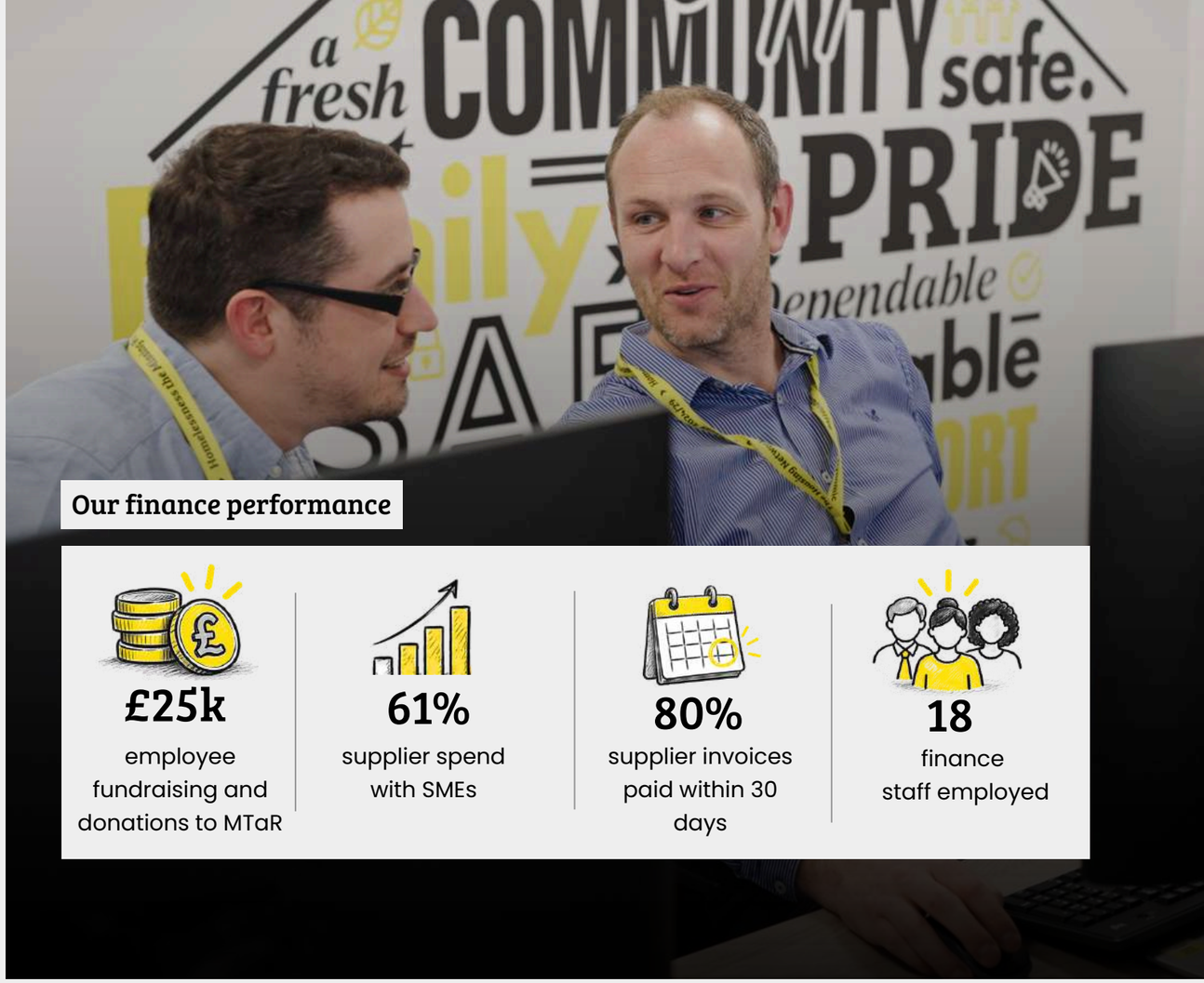
As our services grow, careful financial planning helps us manage the costs of opening new accommodation and providing support. We are also introducing company-wide training on our new expenses system to help colleagues use it consistently.



As a Real Living Wage payer, we are committed to paying colleagues a wage that reflects the cost of living, recognising the value of their work and supporting their financial wellbeing.

Andrew Grimditch

Andrew Grimditch
Chief Financial Officer



Our finance performance

£25k
employee fundraising and donations to MTaR

61%
supplier spend with SMEs

80%
supplier invoices paid within 30 days

18
finance staff employed

> **As our services grow, careful financial planning helps us manage the costs of opening new accommodation and providing support.**
>
> **Andrew Grimditch**

Read more about our impact here

More Than a Roof

Turning additional support into everyday impact

Thanks to the generosity of our independent charity partner, More Than a Roof, and its supporters, we're able to provide practical items, seasonal kindness and meaningful experiences that make a real difference in residents' lives:



Essential packs
Bedding, kitchenware, toiletries and other everyday items that help turn accommodation into a home.



Christmas hampers
Christmas boxes and seasonal essentials are delivered directly to residents and families.



Welcome packs
Helping residents settle into their new accommodation with practical food essentials from day one.



Art and wellbeing
Funding art materials and supplies for resident-led creative projects that build confidence, connection and wellbeing.



Opportunities
Funding experiences and activities that open doors and build aspirations.

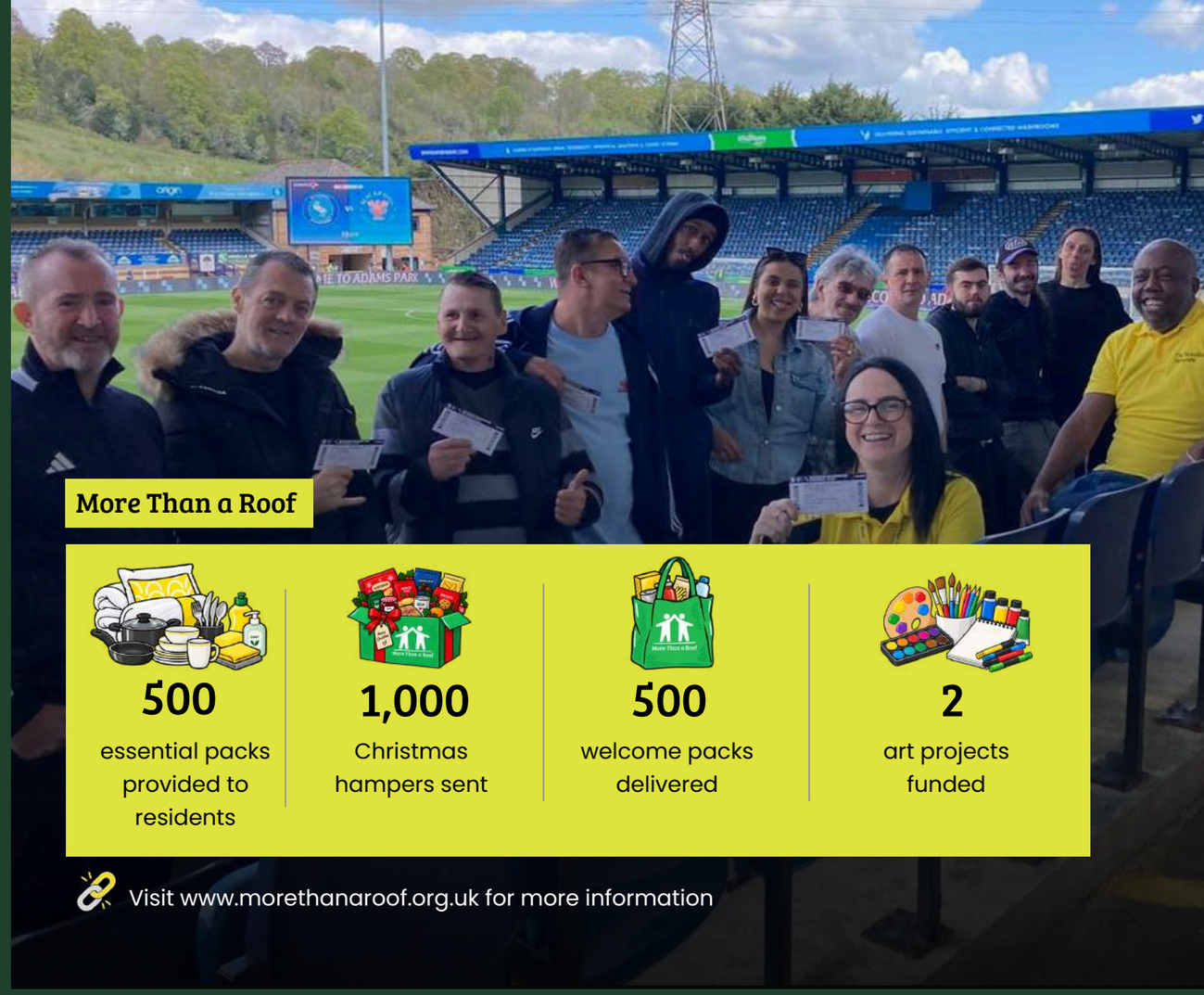


Community and connection
Projects that reduce isolation and help people feel part of their local community.

These contributions go beyond items. They build hope, dignity and brighter futures.

> **The welcome pack I received when I moved in was a huge relief. Thank you.**
>
> **Fiona**





More Than a Roof

500
essential packs provided to residents

1,000
Christmas hampers sent

500
welcome packs delivered

2
art projects funded

Visit www.morethanaroof.org.uk for more information

> **The art project has helped me express feelings I didn't think I could put into words.**
>
> **Amanda**



Carbon Reduction Report

At The Housing Network (THN), we recognise our responsibility to reduce our environmental impact while continuing to provide safe homes and life-changing support. Our Carbon Reduction Report sets out how we are improving sustainability across our properties, services and wider supply chain.



Our commitment

Net Zero by 2050

We remain committed to achieving Net Zero by 2050, with clear actions to reduce emissions, improve energy efficiency and embed environmentally responsible practices across the organisation.

Understanding our impact

Our principal sources of emissions include:

- **Energy use** across our offices and properties
- **Heating** and hot water systems
- **Colleague travel** between services and regions

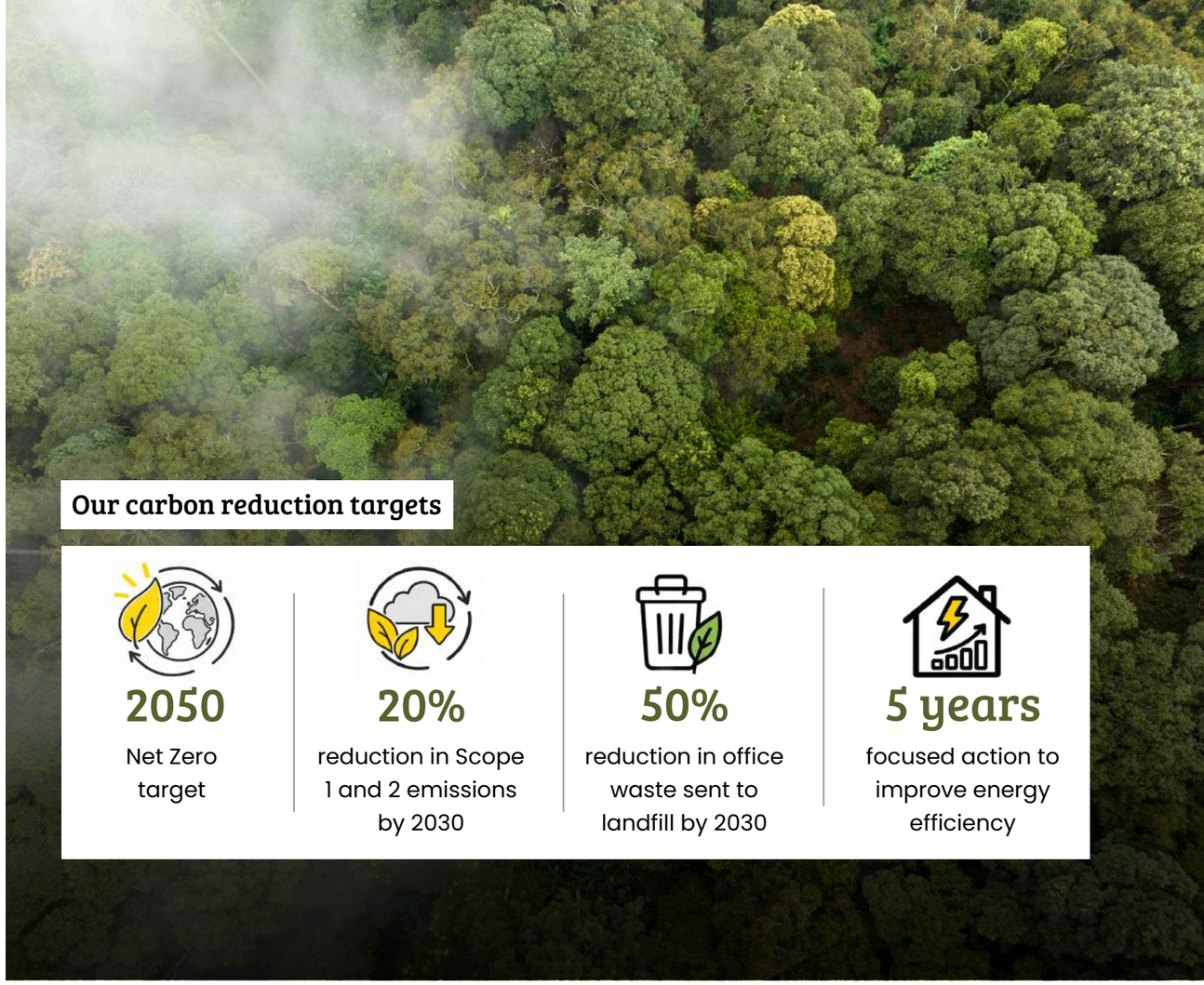
Progress during 2025/26

We continued to take practical steps towards a more sustainable future, including:

- Increasing the use of renewable electricity
- Installing more energy-efficient lighting and heating
- Moving towards digital-first processes to reduce paper use
- Working with contractors and suppliers that share our sustainability commitments
- Improving the consistency of environmental data collection across our operations



During 2025/26, our total Scope 1 and Scope 2 emissions increased. This reflects THN's continued growth, including the expansion of our property portfolio, services and workforce, as well as the centralisation of resources. As our organisation grows, we are strengthening how we measure our environmental impact and identify meaningful opportunities to reduce emissions, as detailed in our report.



Our carbon reduction targets

2050
Net Zero target

20%
reduction in Scope 1 and 2 emissions by 2030

50%
reduction in office waste sent to landfill by 2030

5 years
focused action to improve energy efficiency

Our priorities

Over the next five years, we will focus on:

- Improving energy efficiency across our property portfolio
- Reducing avoidable travel through digital appointments and more efficient regional planning
- Increasing recycling and reducing waste sent to landfill
- Embedding sustainability within procurement and supplier decisions
- Increasing the number of offices and properties using renewable energy
- Continuing to improve the measurement and reporting of our carbon footprint



Read the full report here

Our accreditations, memberships and awards

Recognising our purpose. Raising our standards.

At The Housing Network (THN), our accreditations, memberships and awards reflect our commitment to putting people first. They recognise our colleagues' work and reinforce the standards we strive to uphold for residents, partners and communities.

Public/Private Partnership of the Year - People in Housing Awards 2026

Our Active Opportunities Pathway (AOP) service was recognised for bringing partners together to create lasting change. Combining safe accommodation with tailored support, AOP helps people experiencing homelessness rebuild their lives and move towards greater independence — demonstrating the impact we can achieve together.

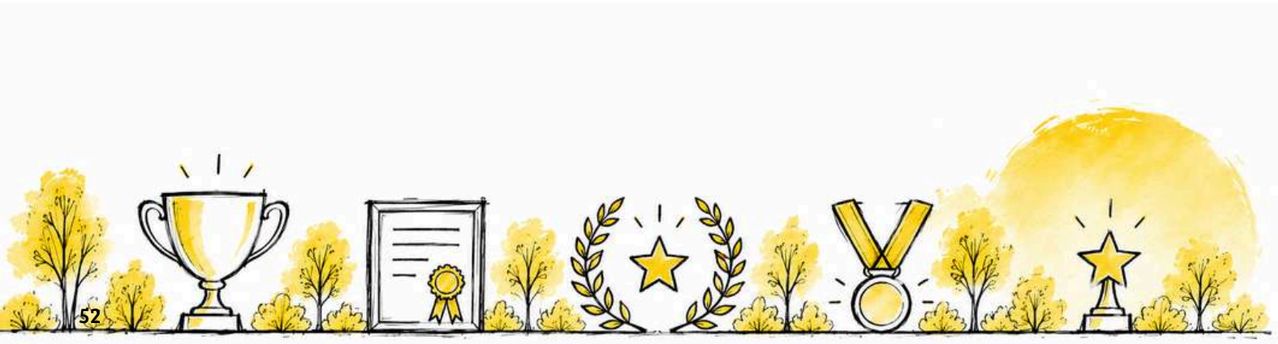
Supporting our colleagues

Our Living Wage Employer, Mindful Employer, Menopause Friendly and Disability Confident Employer credentials underpin our commitment to fair pay, wellbeing and an inclusive workplace. Through the Armed Forces Covenant, we also pledge fair treatment for the military community and their families.

Building trust

Cyber Essentials Plus provides independent technical assurance of our cyber security measures. NRLA accreditation supports professional standards in housing, while the Property Redress Scheme provides a route to fair dispute resolution.

Together, these commitments help us build trust and continue improving how we work.

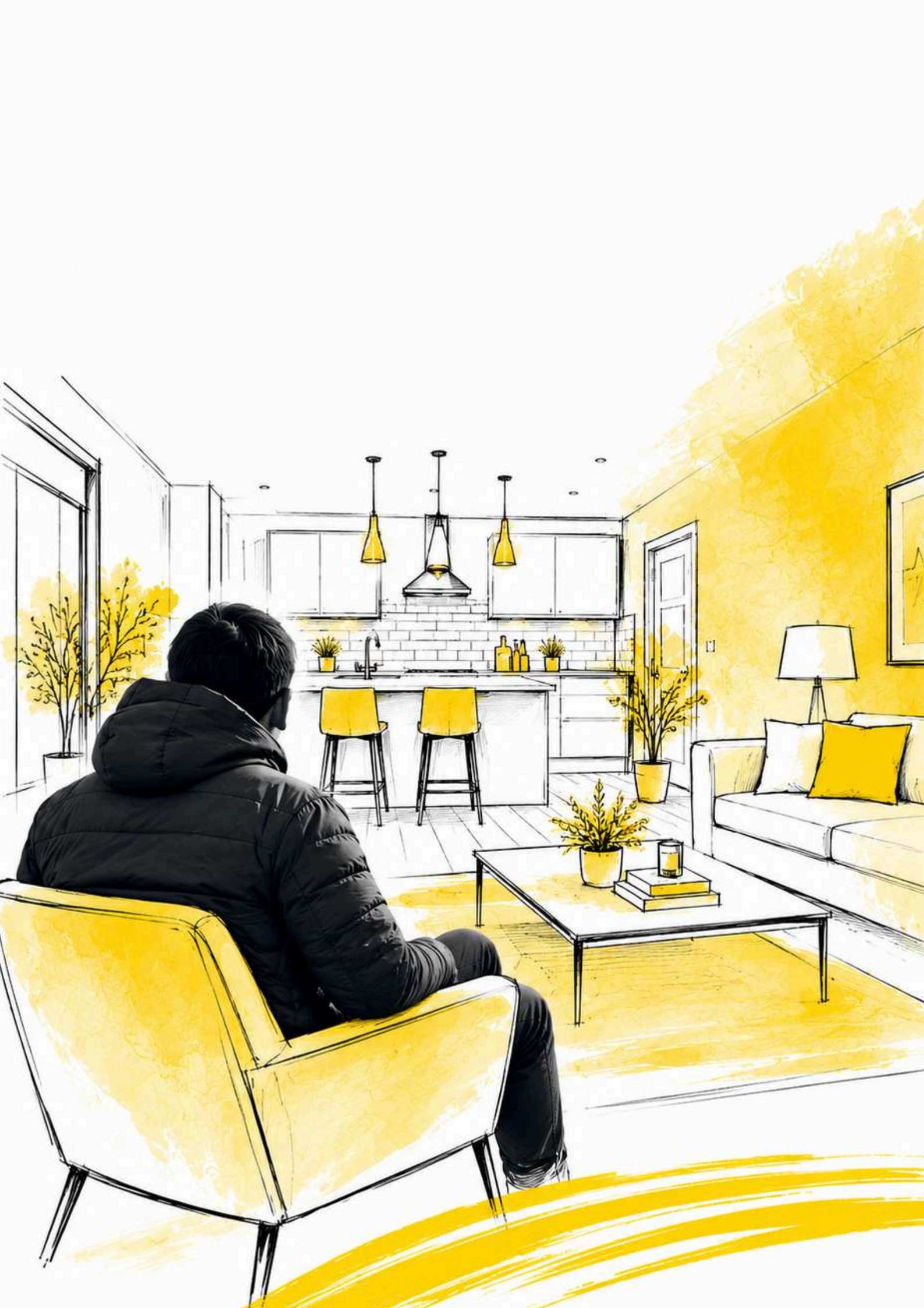




Public/Private Partnership of the Year award
People in Housing Awards 2026

Our accreditations and memberships include:

Qualitas Veritas ISO 45001:2018
Qualitas Veritas ISO 14001-2015
Qualitas Veritas ISO 9001-2015
Qualitas Veritas ISO 22301:2019
Armed Forces Covenant
Certified B Corporation
Mindful Employer
Homeless Link
Cyber Essentials Certified Plus
Menopause Friendly
We are a Living Wage Employer
NRLA Business Member
PRS Property Redress Scheme
Safe Contractor Approved
Gold Member 2025
Accreditation & Training for Landlords & Agents Service
London Landlord Accreditation Scheme
EDAC employers domestic abuse covenant
disability confident employer



The Housing Network

The Housing Network (Head Office)
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Certified B Corporation

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