



Board performance report

Q4 2025-26

Insight team



How we manage the moving process

We started Q4 with 54 void properties and ended it with 49. Over the period we received an additional 120 voids and completed 125.

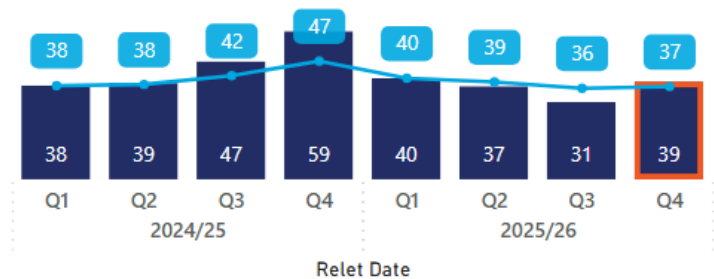
The number of new voids we received in Q4 this year (120) is 12% below the volume in the same period last year (136) and the number of live voids at the end of the quarter (49) is 25% less than we had at the same period last year (65).

The year-end void rent loss (£335.4K) is down by nearly a third (30%) when compared to the same period last year (£477.5K). The average number of void days for Q4 (39) has fallen by over a third (34%) when compared to Q4 last year (59).

Average and Cumulative Void Days

The total number of calendar days that void properties were vacant prior to being let. The cumulative average resets for each financial year.

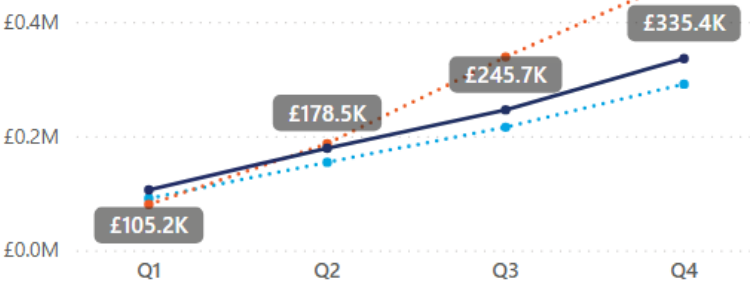
● Average Void Days ● Average Void Days - Cumulative



Void Rent Loss by Financial Year (Cumulative)

Tenancy Types: Social & Affordable / Intermediate Rent

● 2023/24 ● 2024/25 ● 2025/26



Voids/Relets: Only includes social and affordable/ Intermediate rent tenancies, excludes new lets, long term voids and decants. The average void days only includes applications, choice-based lettings, management transfers, nominations and transfers and based on the number calendar of days between the end of one tenancy to the start of the next tenancy. Please note that there has been a correction made to the average void days calculation as well as the categorisation of long term voids and decants. The figures stated may therefore differ from those in previous reports.

* Satisfaction comment analysis supported by Microsoft CoPilot



Settling in Survey

Existing build: 160 respondents, rolling 12 months.

93% of customers are satisfied with their home overall when they move into it. According to comments, most customers said they particularly like the suitability of their home, often being a better fit for their lifestyles and needs, the stability of a new-to-them home, and the location/community in which the home is*.

Customers are extremely satisfied with the sign-up process (95%), the settling in visit (96%) and the viewing arrangements (92%).

Slightly fewer said they were satisfied with the energy efficiency of the home (79%) and 47% said they had to report repairs when they moved in.

New Build: 47 respondents, rolling 12 months

Customers moving into a new-build are now surveyed separately to those moving into existing builds.

94% of customers are satisfied with the new-build they moved into. Customers often comment on the quality of finish and decoration, the energy efficiency and low running costs, and the home meeting personal and family needs e.g. space*.

In response to a new question, **82%** of customers agreed they'd moved into a home that was fit for a comfortable tenancy. **58%** said they needed to report a defect(s)

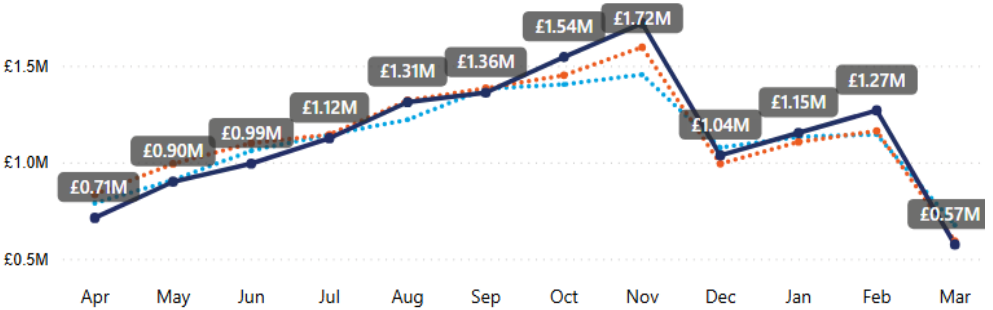
How we manage tenancies

Total rent arrears

Rent arrears as a percentage of rent roll was 0.9% by the end of the Q4. This remained consistent with the trends of previous financial years but also shows a slight decrease.

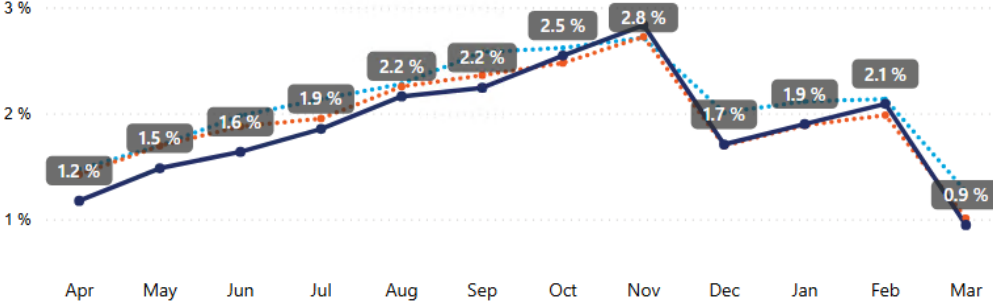
Total Rent Arrears

Rent Year ● 2023/24 ● 2024/25 ● 2025/26



Rent Arrears as % of Rent Roll

Rent Year ● 2023/24 ● 2024/25 ● 2025/26



Source: Orchard data - social and affordable tenancies only.

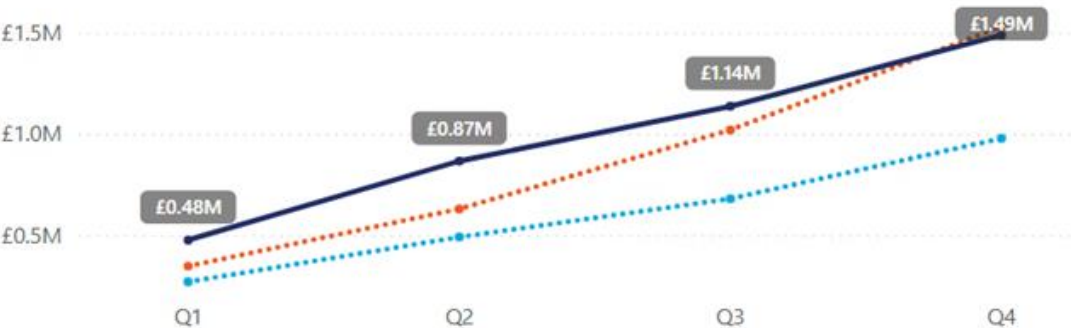
Tenancy Support

During 2025/26, the Tenancy Support team received 1,303 referrals and managed 1,123 support cases. Through this support, customers secured £1.49m in additional benefits, savings and grant funding. This work has contributed to maintaining low rent arrears levels by helping customers to clear arrears, set up affordable repayment plans and avoid court action.

Overall, the level of support provided is consistent with the previous year.

Financial Gain For Our Customers (Cumulative)

● 2023/24 ● 2024/25 ● 2025/26



How we manage our neighbourhoods

Antisocial behaviour (ASB)

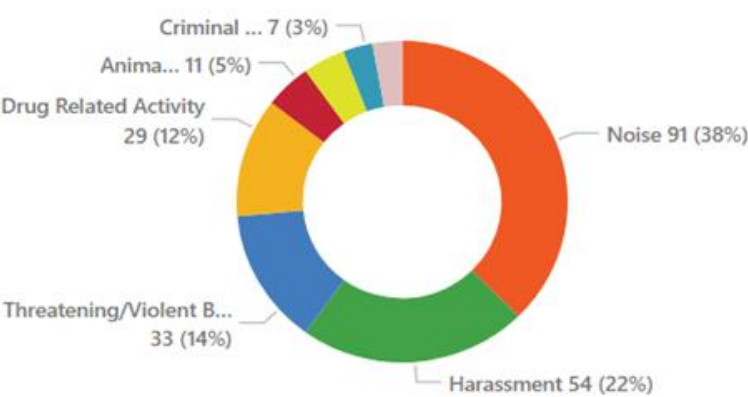
There were 242 new ASB cases reported in Q4, an increase of 15% compared with the same period last year (210 cases). For 2025/26, the year-end total was 1,019 new ASB cases, a 26% increase compared with 2024/25 (809 cases). Almost two fifths (38%) of new cases in Q4 were due to noise, almost a quarter (22%) were due to harassment and 14% were due to threatening/violent behaviour

Including new cases raised and existing open cases, we managed a total of 366 cases in Q4 and closed 240 cases. The main closure reasons were: no tenancy breaches evidenced (19%), customer requested case logged for record only (19%), and customer failed to engage (17%).

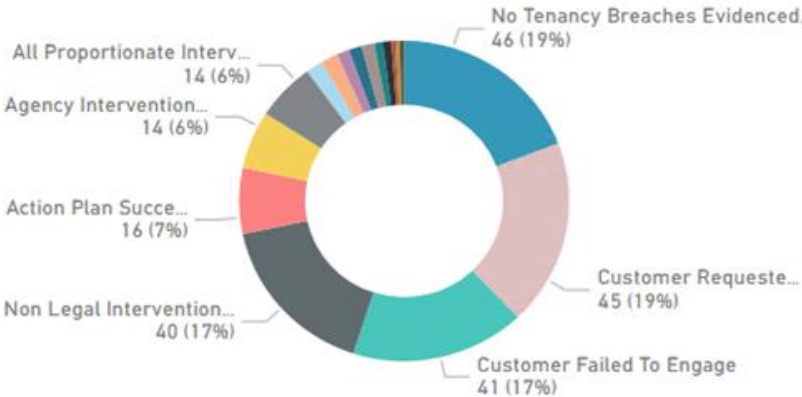
New ASB Cases (Cumulative)



ASB Primary Reasons (Q4)



ASB Closure Reasons (Q4)



Safeguarding

There were 82 new safeguarding cases reported in Q4. The 2025/26 year-end total was 372 new cases, a 17% increase when compared to 2024/25 (318 cases).

Terminated tenancies

The top reasons for tenancy terminations are: deceased (49) and transfers (20).

Antisocial behaviour: hate incident and hate crime cases have been excluded.
Tenancy terminations: only includes social and affordable/ Intermediate rent tenancies.

Communities and Home Choices: Customer feedback

Action focus: we've delivered several ASB case management training sessions and hate crime/incident awareness mandatory training to teams, risk assessments and action plans are now mandatory in ASB case management, community event display boards, a KPMG audit including full case management reviews (ongoing), and enhanced Power BI reporting to improve insight.

Following commissioned scrutiny we acted on recommendations and subscribed to the enhanced version of the noise app, unlocked all new cases for the Contact Centre to provide quicker updates, except for sensitive cases, provided tone of voice training, letter template reviews, designed a leaflet and information to be shared at the point of raising a case



1.	ASB handling	Transactional surveys continued to increase to 60% for 2025/26 (151 sample), from 57% reported last quarter in the previous 12 rolling months (full FY data not available for 2024/25).	ASB Transactional surveys 2025/26
2.	Outcome ASB	Satisfaction with ASB outcome is a leading driver for satisfaction and this increased to 48% from 45% reported last time.	ASB transactional surveys 2025/26



1.	Ease of reporting	Ease of reporting ASB dropped slightly to 74% from 75% reported last quarter	ASB Transactional survey (12-month rolling) ASB transactional surveys 2025/26
2.	Communication	Communication remains the leading root cause of complaints, in 54 out of 82 resolved complaints in 2025/26.	Complaints theming

How we look after our homes

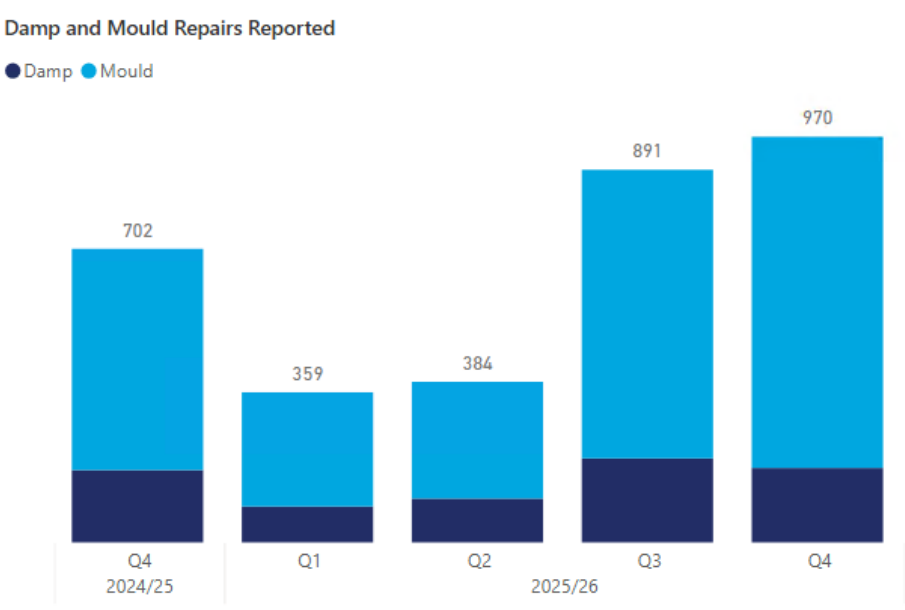
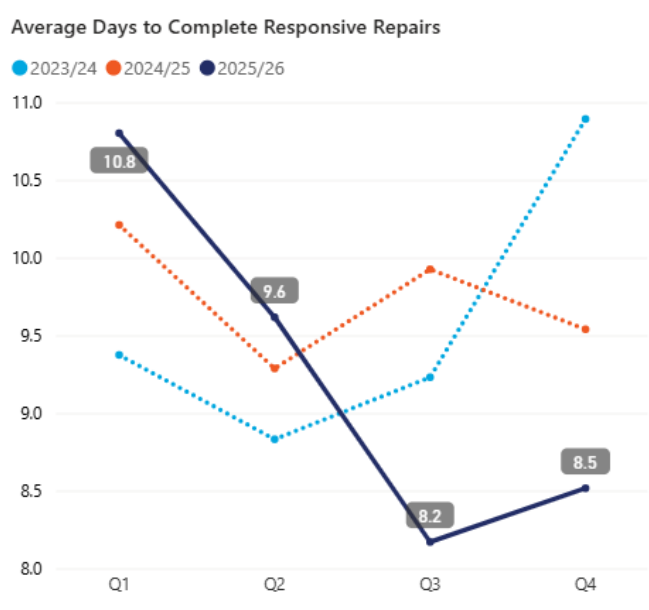
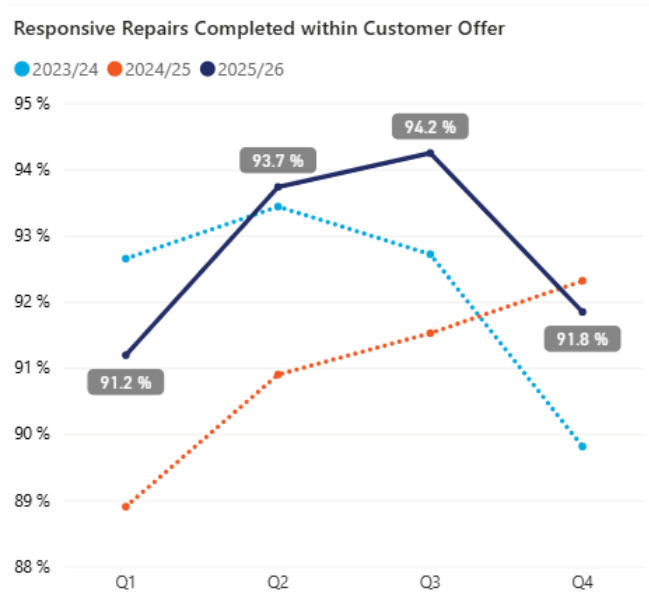
100%
compliant with
Decent Homes
Standard as of
31st March

Responsive repairs completed within customer offer has decreased by 2.4% points from the previous quarter and is 0.5% points less than Q4 of the previous year. This is reflected in the average days to complete a responsive repair, which has increased slightly from 8.2 in Q3 to 8.5 in Q4. However, compared to Q4 of the previous year the average days to complete responsive repairs has dropped by one day.

Responsive repairs volumes reached 10,291 in Q4, representing a 12.5% increase on Q3 (9,144). Volumes were also 20.4% higher than Q4 last year (8,544). The main contributing factor to this increase is the method in which follow up emergency jobs are handled as they are raised separately to the original job in line with the introduction of Awaab's Law and the Reasonable Adjustments Policy.

Q4 recorded 970 reported damp and mould repairs, continuing an upward trend from 891 in Q3 and 702 in Q4 last year. This increase is likely due to improved identification and reporting of damp and mould issues across our stock.

Increased regulatory and organisational focus following the introduction of Awaab's Law is likely contributing to this, alongside greater awareness among customers and staff and clearer reporting routes.



Figures may be revised in the next reporting period due to increased cancellations, which may affect volumes and percentages.
Data excludes test properties, repeat jobs not classified as flats or houses (e.g. communal or non-customer-driven repairs), and jobs without a validated SOR code..
Following the government statement on Awaab's Law, reporting now refers to Damp and Mould only; condensation data is available on request.

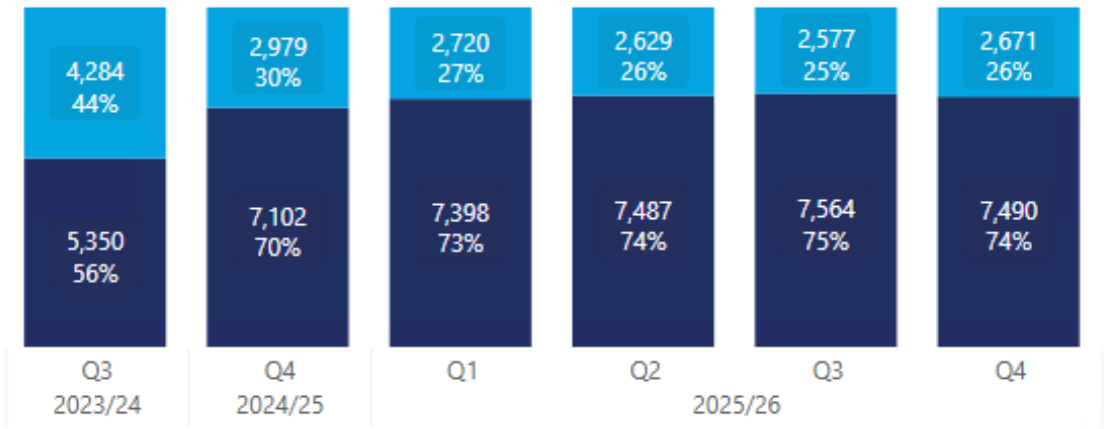
How we look after our homes

Our EPC improvement journey has decreased by 1% point, from 7,564 EPC C or higher properties in Q3 to 7,490 as at the end of Q4. Overall, we've seen an 18%-point improvement from our EPC position in Q3 of 2023/24.

The setback we are facing is due to the implementation of RDSAP10 on the 15th June 2025, by the Department for Energy Security and Net Zero. Which now includes more detailed data collection of property fabric and components. As a result, the number of properties being uplifted from EPC D to C has decreased.

How are we progressing to EPC C or better by 2030?

● EPC: A-C ● EPC: D-G ● EPC: None



Sources: EPC data is sourced from the sustainability report in Power BI. We began quarterly archiving in Q4 2024/25 to track the EPC journey over time, with an earlier snapshot of our EPC position also available from November 2023. FLEGAL summary provided by Assets team.

FLEGAL as of 31st March 2026

Area	Description	Assets	Overdue	Comments
Fire	Fire risk assessments	191	0	
Legionella	Water risk assessments	46	0	
Electricity	Electrical installation condition reports	10,107	13	5 – legal action undertaken 8 – No access to date
Electricity	Communal electrics inspections	189	0	
Gas	Landlord gas safety records	8,770	0	
Asbestos	Communal area asbestos inspections	108	0	
Lifts	Passenger lift inspections	11	0	

How we look after our homes: Customer feedback

Overall satisfaction with repair 2025/26: 89%

Action focus: Project one has moved out of the pilot stage and the Contact Centre is in consultation.



1.	Overall repairs satisfaction	Overall repairs satisfaction in 2025/26 increased to 89% from 86% in 2024/25	Repairs transactional survey 2025/26
2.	Repairs satisfaction key drivers	The increase was primarily driven by an increase in communication satisfaction from 84% to 87% last FY. Most other aspects stayed the same or changed slightly.	Repairs transactional survey 2025/26



1.	Seasonal dissatisfaction	There are persistent seasonal dips in satisfaction in both January (83%) and August (86%). In every other month satisfaction ranges between 88-93%. This is due to staffing availability and job volume.	Transactional repairs surveys 2025/26
2.	Sentiment analysis*	Our sentiment analysis score was +2.08 for repairs in 2025/26. This means the overall tone of survey comments was mildly, but not strongly positive. This is a good, but not great score and we aim for over +3. This score reflects overall satisfaction, but some challenges along the journey, mainly timeliness, communication and repeat visits.	Sentiment analysis transactional surveys 2025/26

*Sentiment analysis goes beyond the proportion of customers who were overall satisfied to better understand their full journey. It analyses and quantified emotions and opinions expressed in customer feedback to help prioritise improvements and identify actions. The sentiment score ranges from -5 to +5.

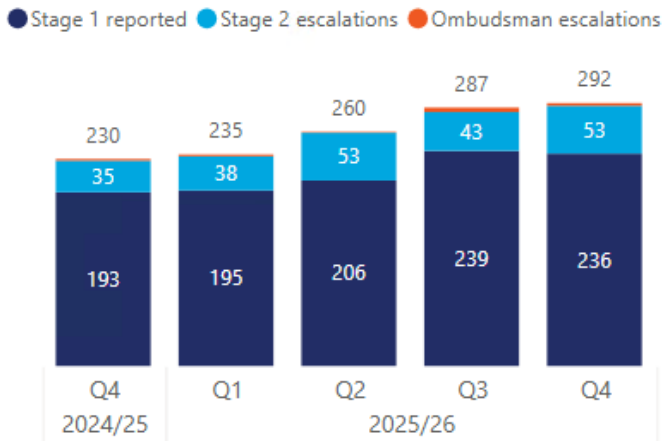
How we deal with complaints

Q4 saw the team handle 292 complaints, this is a 27% increase compared to Q4 of the previous financial year. We have seen a 23% increase in stage two escalations compared to the previous quarter. Complaint drivers have remained consistent with communication as the number one driver making up 29% of our complaints this financial year as of the end of Q4, this is followed by length of time taken, and damage caused.

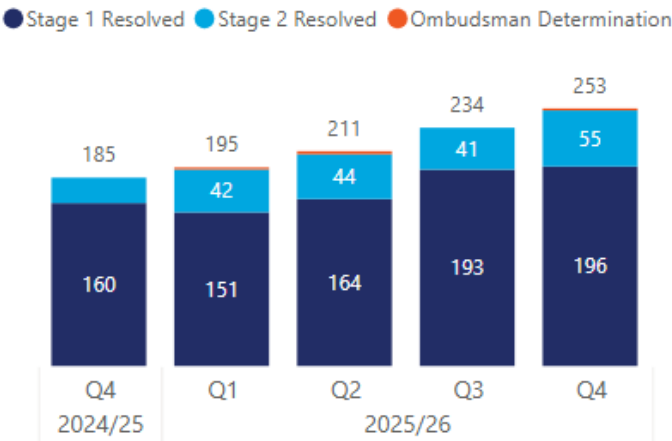
In response to the increase in stage 2 escalations, we intend to strengthen our reporting by introducing analysis of stage 2 escalation reasons. This will enable us to better understand the drivers behind escalation and identify opportunities for earlier resolution and service improvement. We also plan to develop a complaints team performance dashboard, allowing escalations to be tracked and monitored more effectively. This data will be used to support learning, staff development, and ongoing performance improvement across the service.

Please note that one case determination (which includes three counts of maladministration and one service failure) have been included in the board trigger limits page however they are not reflected in the data below as we have appealed these outcomes with the housing ombudsman and the case remains open in CRM whilst we await their decision.

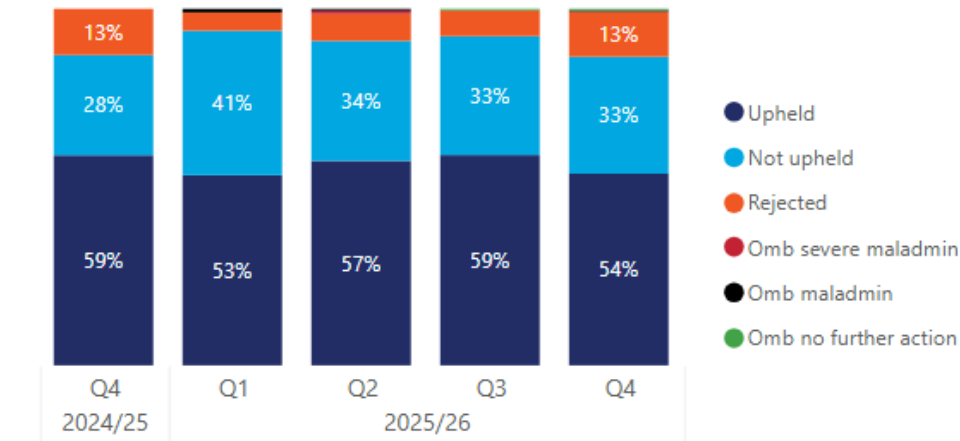
Complaints reported or escalated



Complaints resolved



Complaints resolved by closure reason



Source: Complaints metrics generated from the Complaints Power Bi report. The number of stage 1 reported complaints is based on the reported date, stage 2 escalations are based on the requested stage 2 escalation date, and Ombudsman escalations are based on escalation to Ombudsman date. All resolved complaints are based on the closure date. Due to this metrics can be subject to change when running them at a future date.

How we deal with complaints: Customer feedback

Action focus: Project One, as outlined in the previous Board report and explained in further detail in the accompanying Insight paper, is now in consultation with the contact centre to roll this out as a new way of working.



1.	Overall satisfaction	Complaints handling satisfaction increased from 47% in 2024/25 to 54% in 2025/26.	Complaints transactional data 2025/26
2.	Treated with respect	Main drivers of the increase was customers saying they had been treated with respect. This increased from 65% to 69%, and there were two percentage points (pp) increases to satisfaction that we deliver on actions, we treated them fairly and kept them informed.	Complaints transactional data 2025/26



1.	Ease of reporting	There was a 4pp decrease in customers saying it was easy to report their complaint from 76% in 2024/25 to 72% in 2025/26.	Complaints handling transactional survey 2025/26
2.	Sentiment analysis	The sentiment analysis score was -0.71. This isn't surprising as sentiment is often low with complaints handling leaning towards negative feelings and comments. This score is driven by recurring themes of improvements needs in response times, follow through, communication consistency. Comments are often not just related to the complaints handling team, but organisation wide	Sentiment analysis transactional surveys 2025/26

*Sentiment analysis goes beyond the proportion of customers who were overall satisfied to better understand their full journey. It analyses and quantified emotions and opinions expressed in customer feedback to help prioritise improvements and identify actions. The sentiment score ranges from -5 to +5.

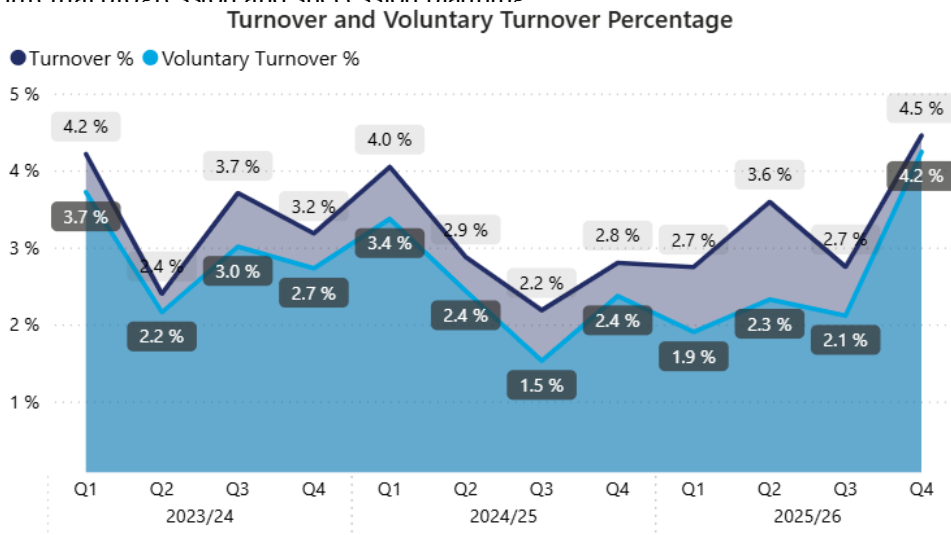
How we support and develop our people

Employee turnover

Turnover in Q4 peaked to its highest point since Q1 23/24. The gap between voluntary turnover and overall turnover is small, therefore most of our leavers left by choice. Retention of those with over 12 months service dipped slightly down to 87.9% which is the lowest since Q2 23/24.

Five of the 21 voluntary leavers this quarter left due to retirement. This is a relatively high number to fall within a single quarter, which has inflated the overall figures. This area is difficult to control.

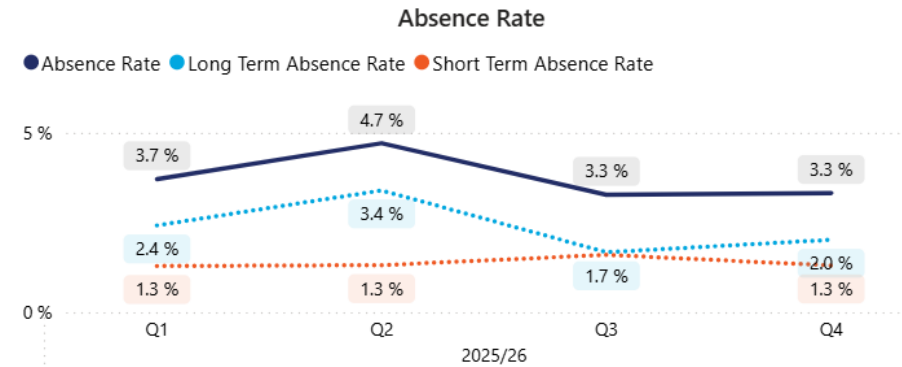
Whilst not available for all leavers; exit interview data showed “opportunity to progress my career” was the most common theme, cited by four leavers. The Thrive programme, alongside the new performance process which captures development needs, should help to support internal progression and succession planning



Sickness Absence

The sickness absence rate remains stable from the previous quarter with a slight change to short and long term (long term is now 2% of the sickness rate).

In Q4, musculoskeletal overtook psychological as the reason for absence at 1.1% and 0.9% respectively. A physiotherapy trial is currently ongoing in Repairs and Maintenance North in hopes it can reduce musculoskeletal absence. This will be for proactive avoidance of issues and reactive assessment and treatment. Pre- and post-trial results will be tracked to assess success.



Sources: Tardis data via Manifest. Benchmarking from CIPD.
Data is taken from Tardis by Manifest, put into tables and transformed to enhance data security. The data is then fed into our data warehouse and further transformed to create tables and fit for modelling and analysis.

Data information

Transactional survey data:

It should be noted that where possible, transactional data is taken from the last 3 full available months on a rolling quarter basis. In this pack, those months are June, July and August (due to September data not being available at time of writing). End of year Q4 reporting also provides the annual data to compare with the previous year.

In instances where base sizes are not significant over 3 months, we'll use a 12-month timescale. Usually, transactions that impact fewer customers have a smaller base size, for example the Complaints, Anti-Social Behaviour and New Customer surveys.

All base sizes are noted in the footer of the page on which the data is presented.

Data delay:

While all accurate and correct at the time of writing, data in this pack may change retrospectively. This is usually due to late additions to systems, when cases run over a monthly threshold, when cases and repairs are cancelled after reporting, or when surveys are completed late.

Some surveys are sent after a delay to allow for a transaction to fully close (e.g. new customer survey sent six weeks after moving in to allow for settling-in visit).

This should be noted if looking back at older reports.

Complaints trigger limit

Please note a revision to Q2 from nine maladministration to five. This was human error, and as a result we've changed our data capture and reporting to decrease the risk of this happening again.

