

Customer journey performance



How we manage the moving process

We started Q1 with 48 void properties and ended the quarter with 51. During the period, 121 new voids were received and 118 properties were completed.

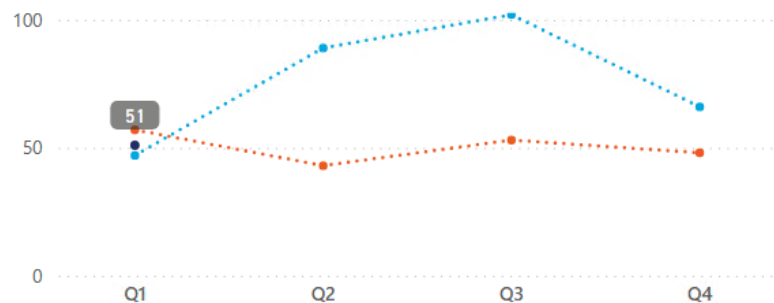
Compared to the same period last year, the number of new voids fell by 8% (121 compared to 131), while live voids at quarter end were 11% lower (51 compared to 57).

Average void turnaround times also improved, with average void days reducing from 42 days in Q1 last year to 35 days in Q1 this year.

Live Void Properties at Quarter End

Tenancy Types: Social & Affordable / Intermediate Rent

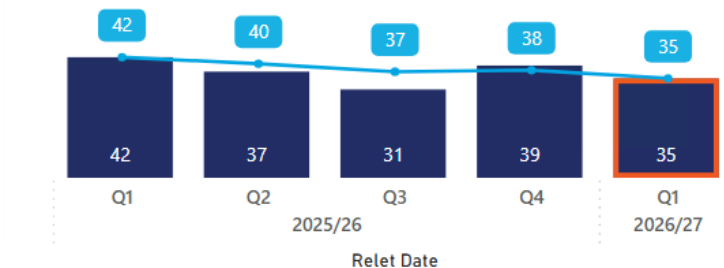
● 2024/25 ● 2025/26 ● 2026/27



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



Excluding Market Rent properties, the void rent loss for Q1 totalled £277k. The void rent loss from Market Rent properties was £85k.

Voids/Relets: Only includes social and affordable/ Intermediate rent tenancies, excludes new lets, long term voids and decants (further reporting available from Q2). 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.

The void rent loss figures are provided by the Finance team.

* It should be noted that Mutual Exchanges are included in the settling in survey. Work is underway to differentiate the two services.



Settling in Survey

Existing build: 167 respondents, rolling 12 months.

Overall satisfaction with customers' new (to them) home stands at 94%. We consistently see high satisfaction scores here. This is also reflected in our TSMs, in which **general overall satisfaction** is at its highest within the first year of a tenancy (89%).

New customers are extremely happy with their sign-up process (95%), the amount of information they receive while moving (90%), and their settling in visits (95%).

Slightly fewer said they were satisfied with the energy efficiency of the home (81%) and 48% said they had to report repairs when they moved in*

New Build: 61 respondents, rolling 12 months

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

94% of customers who moved into a new build are satisfied overall. The highest scoring aspects of the survey are satisfaction with energy efficiency (91%) and ease of reporting defects (85%)

In response to a new question, 93% of customers agreed they'd moved into a home that was fit for a comfortable tenancy. 54% said they needed to report a defect(s)

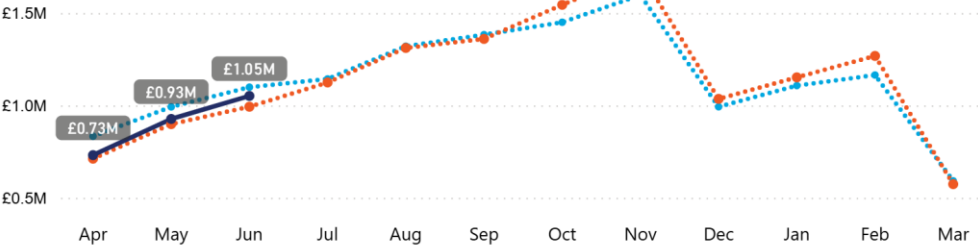
How we manage tenancies

Total rent arrears

Rent arrears as a percentage of rent roll remain consistent with last year, closing Q1 at 1.6%. Our performance benchmarked in the upper quartile last financial year as we were significantly lower than the peer group average at 2.3% (Housemark.)

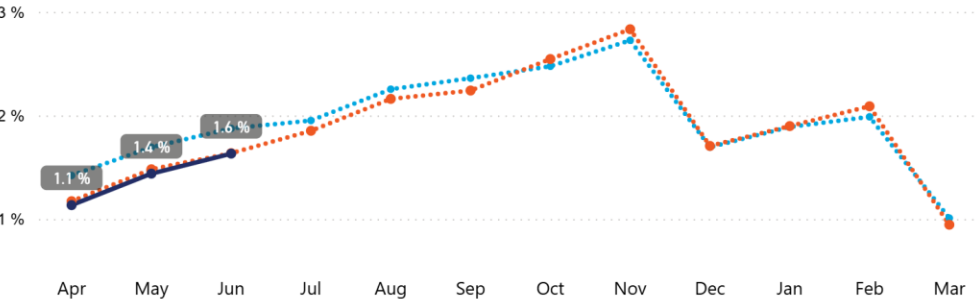
Total Rent Arrears

Rent Year ● 2024/25 ● 2025/26 ● 2026/27



Rent Arrears as % of Rent Roll

Rent Year ● 2024/25 ● 2025/26 ● 2026/27



Source: Orchard data - social and affordable tenancies only.

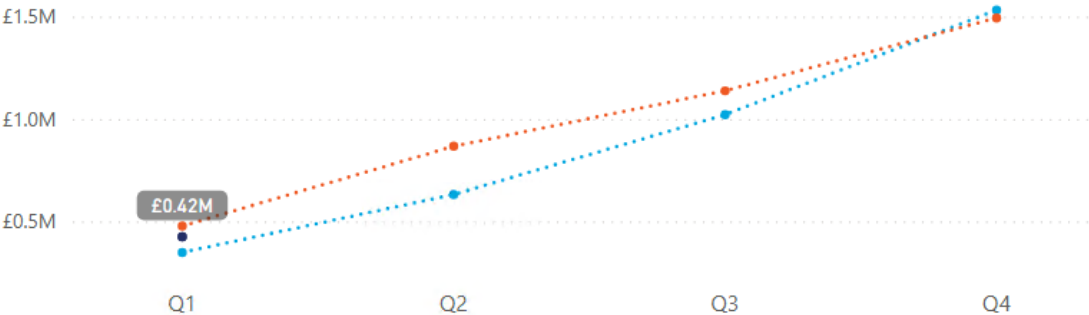
Tenancy Support

During Q1, the Tenancy Support team received 249 referrals and managed 365 support cases.

Through this support, customers secured £424K in additional benefits, savings and grant funding. The value of financial gains secured for our customers was 11% lower than in the same period last year (£476K).

Financial Gain For Our Customers (Cumulative)

● 2024/25 ● 2025/26 ● 2026/27



How we manage our neighbourhoods

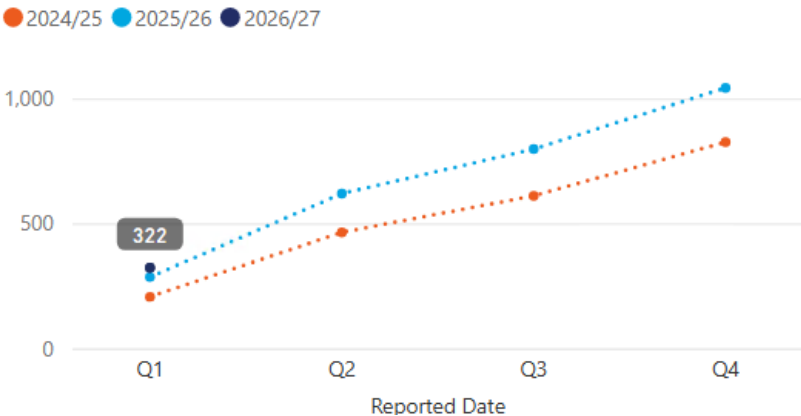
Antisocial behaviour (ASB)

There were 322 new ASB cases reported in Q1, an increase of 13% compared with the same period last year (285 cases). Almost a third (31%) of new cases in Q1 were due to noise, almost a quarter (22%) were due to harassment and a fifth (20%) were due to threatening/violent behaviour.

Of the 322 cases reported, 6 were recorded as hate incidents, of which 2 were hate crimes.

Including new cases raised and existing open cases, we managed a total of 453 cases in Q1 and closed 307 cases.

New ASB Cases (Cumulative)



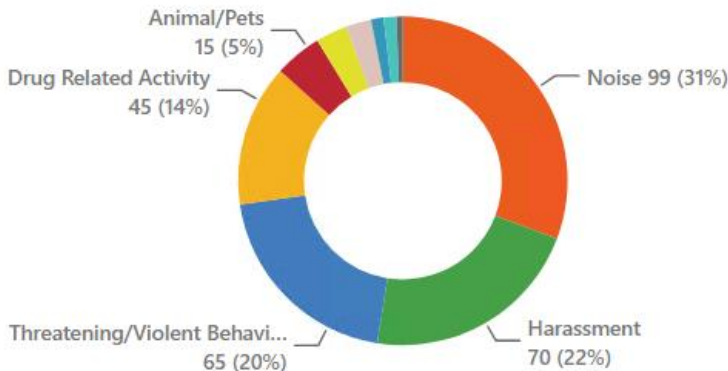
Safeguarding

There were 51 new safeguarding cases reported in Q1, a decrease of 41% compared to the same period last year (87 cases)

Terminated tenancies

The death of a tenant remained the most significant reason for tenancy terminations, accounting for a third (39) of our terminations during the period.

ASB Primary Reasons (Q1)



Antisocial behaviour: please note that hate incident and hate crime cases are now included within the ASB figures. These were excluded in previous reports.
Tenancy terminations: only includes social and affordable/ Intermediate rent tenancies.

Communities and Home Choices: Customer feedback

Action focus: To support improvement in this area, we are proposing a dedicated Community Safety Team and introducing a Good Neighbour approach for lower-level neighbourhood issues that do not meet the threshold for antisocial behaviour. We are also reviewing customer communications and investing in staff development around tone of voice, reframing conversations, and complaints handling to improve customer experience and outcomes



1.	ASB handling	Transactional surveys continued to increase to 62% for the rolling 12 months to Q1 2026/27 (151 sample), from 60% and 57% in the previous respective two 12 rolling months.	ASB Transactional surveys
2.	Outcome ASB	Satisfaction with ASB outcome is a leading driver for satisfaction and this increased to 51% from 48% reported last time.	ASB transactional surveys 2026/27
3.	Sentiment analysis*	There was a small improvement in sentiment score for ASB handling from -0.84 to -0.41 in the last rolling 12 months compared to the start of the survey (Oct 24 to June 25).	ASB Sentiment analysis



1.	Communication	Communication remains the leading driver of Community team complaints (alongside many other teams at Futures).	Complaints theming
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Source: Sentiment analysis produces a score between -5 and +5 based on open comments in surveys to better understand the full customer journey. A negative score indicates a less favourable experience.. Please also note this includes all tenures, not just social and affordable.

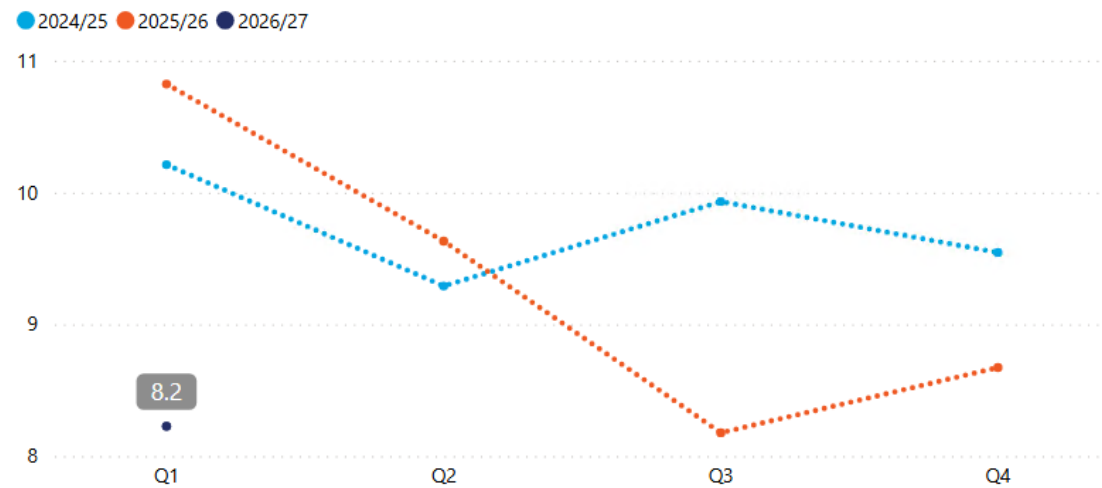
How we look after our homes

100%
compliant with
Decent Homes
Standard as of
30th June

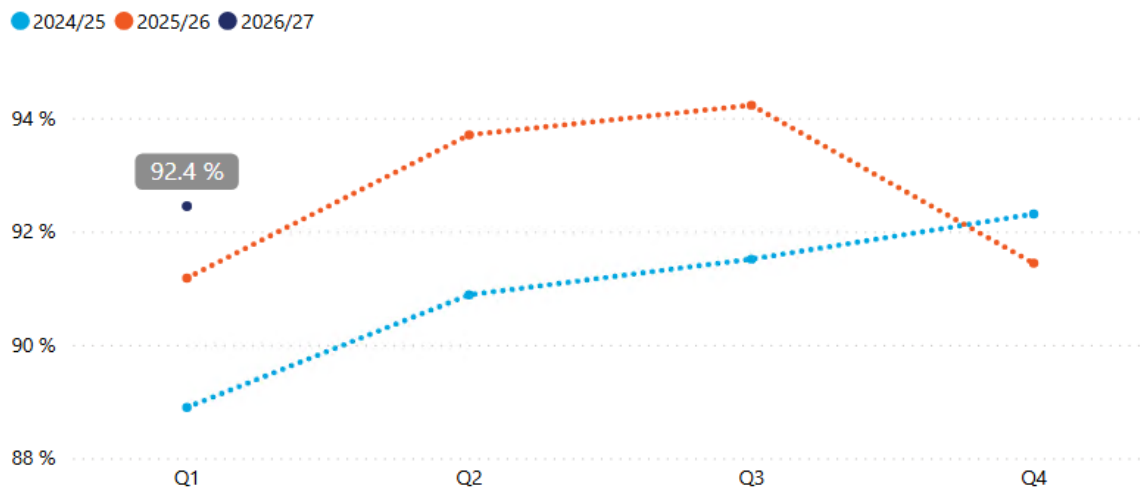
Performance against customer offer improved during Q1 2026/27, with 92.4% of responsive repairs completed within target timescales, up 1.0 percentage point on the previous quarter and 1.2 percentage points higher than the same period last year. At the same time, the average time taken to complete a responsive repair reduced to 8.2 days, compared with 8.7 days in Q4 2025/26 and 10.8 days in Q1 2025/26. The mix of responsive repairs has changed over the last 12 months, with emergency repairs increasing from 13.9% of all responsive repairs in Q1 2025/26 to 20.8% in Q1 2026/27.

Responsive repairs volumes reached 8,583 in Q1, this represents a 39% increase when compared to the same period last year (6,172). One of the contributing factors to this increase is the methodology 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.

Average Days to Complete Responsive Repairs



Responsive Repairs Completed within Customer Offer



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.

How we look after our homes

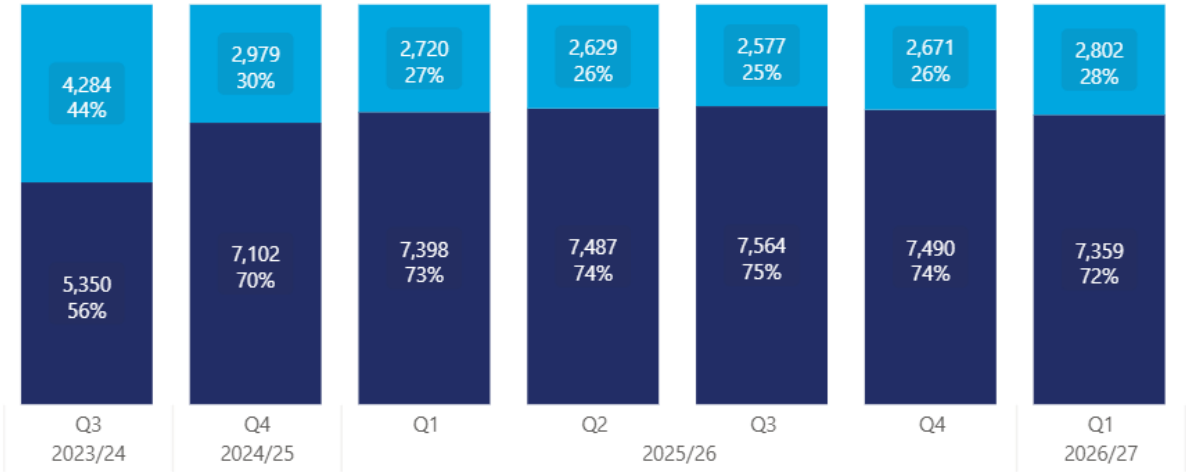
The proportion of homes with an EPC rating of C or above has reduced from 74% (7,490 properties) at Q4 2025/26 to 72% (7,359 properties) at Q1 2026/27.

This continued decline reflects the impact of RDSAP10, introduced on 15 June 2025, which requires a more detailed assessment of property fabric and components and has reduced the number of properties achieving an uplift from EPC D to C.

Our focus is to increase the volume of EPC surveys undertaken, improving the quality of RDSAP10 property data and enabling more accurate modelling. This will help identify the most effective interventions for homes currently rated EPC D or below.

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 data operationally managed by the Assets Team; validated and reported by the Insight Team. Q1 EICR assets figure updated to align with TSM definitions (includes room only dwellings).

How we look after our homes: Customer feedback

Overall satisfaction with repair Q1 2026/27: 90%

Action focus: CRM Phase 3 is integrating repairs into CRM, which will enable the customer contact centre to see the same information as the repairs team.



1.	Overall repairs satisfaction	Overall repairs satisfaction in 2025/26 increased to 90% in Q1 2026/27 from 88% in Q4 2025/26, and 89% in the same period last year	Repairs transactional survey
2.	Repairs satisfaction key drivers	Compared to the same period last year, this was primarily driven by an increase in getting it right first time (90% to 92%); overall communication (86% to 89%); informed on the first visit (71% to 81%)	Repairs transactional survey



1.	Planned and programmed works	Planned and programmed works satisfaction remains lower than responsive repairs at 87% for programmed, 85% for planned and 91% for responsive	Transactional repairs surveys Q1 2026/27
2.	Contractor performance	Contractor performance also remains lower at 84% compared to 91% for in house.	Transactional repairs surveys Q1 2026/27

Source: Please note this includes market rent and not just social and affordable. .

How we deal with complaints

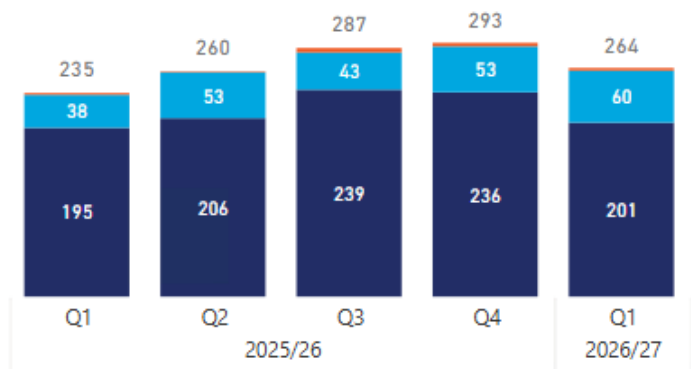
Q1 saw the team handle 264 complaints, a 12% increase on the same period last year. Stage 2 escalations increased by 13%, while upheld complaints decreased by 6% compared to the previous quarter. Although higher escalation rates may be expected where complaints are not upheld, we want to better understand the reasons customers choose to escalate. To support this, we are improving our reporting on escalation themes to identify trends and opportunities for improvement.

Learning from complaints has directly influenced improvement work this quarter. Complaints relating to contractor-delivered services remain the third largest complaint category. In response, a project group has been established to review the end-to-end customer experience of contractor-delivered services, using complaint themes and customer feedback to identify root causes of dissatisfaction and opportunities for improvement.

A further theme emerging from Housing Ombudsman determinations has been the importance of understanding and responding to customers' individual circumstances. In August, the Customer Experience Group approved a proposal to develop an organisation-wide operational customer needs assessment. The proposal will be considered by the Project Management Office in September.

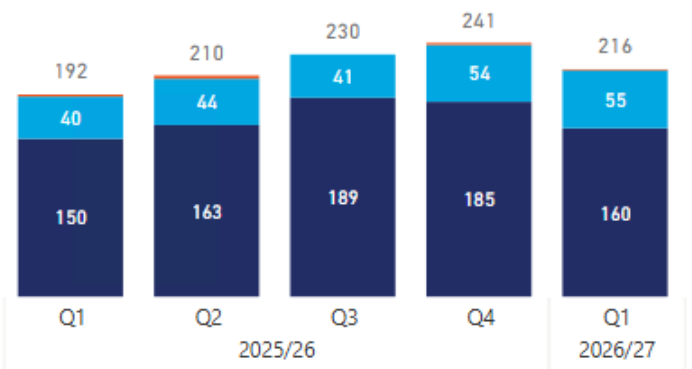
Complaints reported or escalated

● Stage 1 ● Stage 2 ● Ombudsman

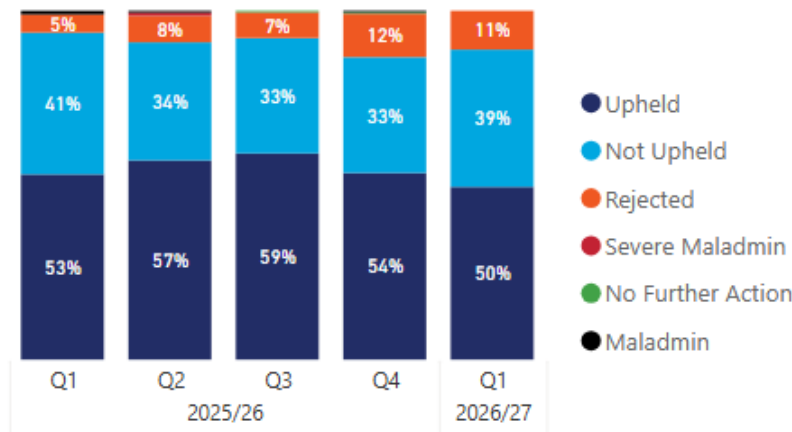


Complaint cases resolved

● Stage 1 ● Stage 2 ● Ombudsman



Complaint cases 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.

Complaint drivers

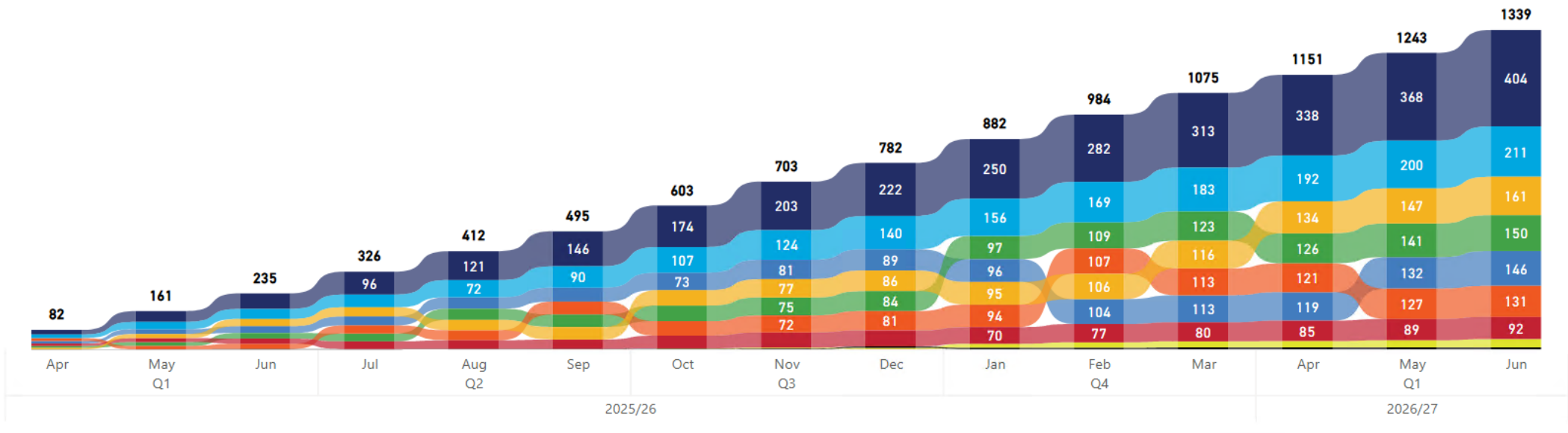
Communication has consistently represented around 29% of all complaints since the start of 2025/26. However, it accounted for 34% of complaints in Q1 of 2026/2027, indicating that communication related complaints are increasing at a faster rate than overall complaint volumes. Following the successful trial of Project 'One' which focused on providing a single point of contact for a customers individual case, the Contact Centre has been restructured and a new Customer Journey Team has been created. The main objective of this team is to increase proactive customer contact and case coordination so customers are kept informed and know what is happening and when.

The recurring theme of complaints relating to length of time has informed the development of our predictive complaints work. We've started a test and learn focusing on a customer's journey. This predictive work is helping us identify the factors that commonly precede these complaints, including prolonged repair durations, repeat visits and breakdowns in communication.

Standard of work complaints have shown a notable increase in Q1. Historically this issue represents around 11% of quarterly complaints, however it accounted for 17% in Q1. As a result, standard of work now makes up 12% of all complaints since the start of 2025/26.

What are the top complaint drivers?

● Communication ● Contractors ● Damage Caused ● Damp & Mould ● Inconvenience ● Length Of Time Taken ● Locked Complaint ● OOH ● Process Error ● Standard Of Work



Source: Complaints metrics including the complaint drivers' chart is generated from the Complaints Power Bi report. Metrics can be subject to change when running them at a future date.

How we deal with complaints: Customer feedback

Action focus: The Customer Experience Committee commissioned scrutiny on complaints handling. We've completed the first phase where we had a focus group review letters at different stages, and workshopped individual complaints. The second phase is due to start and we will report back to Board next quarter.



1.	Overall satisfaction	Complaints handling satisfaction increased to 55% in the rolling 12 months to June 2026, compared to 48% in the 12 months prior	Complaints transactional data
2.	Complaints handling satisfaction drivers	Main drivers of the increase was customers saying they were kept informed 53% to 61%, which is positive to see in the context of all the work the complaints team have done to improve communication. It was also driven by being treated fairly with an increase from 53% to 62%.	Complaints transactional data



1.	Perception measures	We now have the results of the 2025/26 Tenants Satisfaction Measures benchmarking results. Our Complaints Handling perception result reduced from 32% to 28%, whereas the wider sector increased on average slightly by 1.5 points to 37% (source: Housemark 205/26 benchmarking). This places us in the lower quartile, despite being upper quartile for overall satisfaction.	TSM 2025/26
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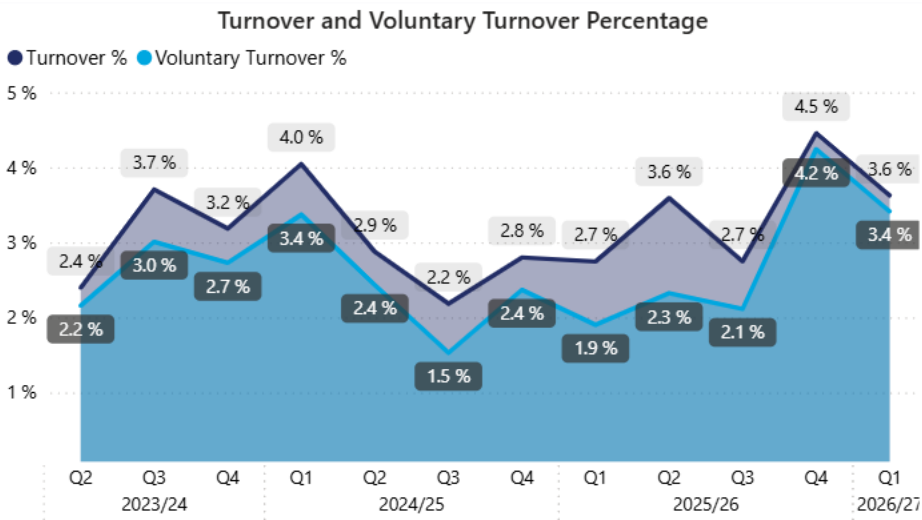
Please note this includes complaints for all tenures, not just social and affordable

How we support and develop our people

Employee Turnover

Following the peak in Q4 2025/26, employee turnover dropped to 3.6% in Q1 2026/27. Voluntary turnover has followed a similar pattern and remains the primary driver of overall turnover, meaning most employee departures continues to be resignation.

Only two of the leavers in this period left in their first 12 months of employment, decreasing the number of leavers in their first 12 months to 3.6%. As a comparison, this was 8.8% in Q1 in the previous year. Considerable work has taken place to ensure new starter induction and probation improvements have been made.

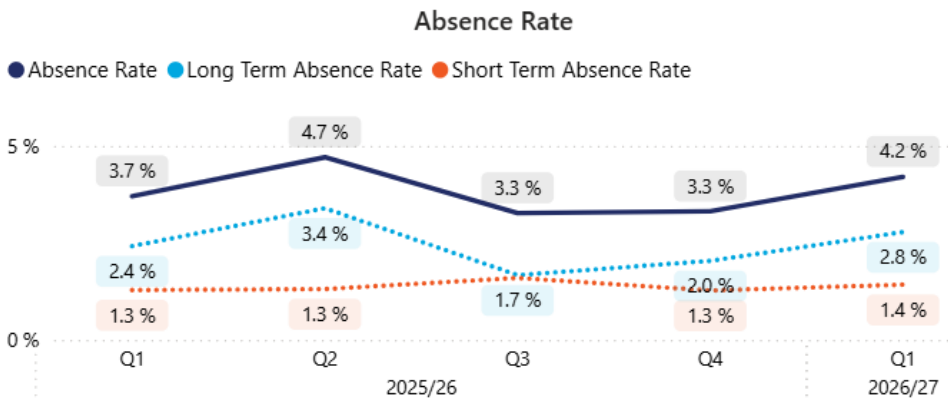


Sickness Absence

The sickness absence rate increased from 3.3% in Q4 2025/26 to 4.2% in Q1 2026/27. The increase was primarily due to higher levels of long-term (LT) absence, which rose to 2.8%, while short-term absence remained broadly unchanged at 1.4%.

Long-term absence continues to represent the largest proportion of sickness absence across the organisation. The average number of days lost for each LT absence (adjusted for part time employees) has increased from 25 days to 27, with short term absence remaining largely consistent at an increase of only 1 day, to 4 days per instance.

Musculoskeletal and psychological absences were the most significant contributors to absence levels during the quarter. As musculoskeletal absences remain high in Repairs, a pilot of an on-site physio has been put in place which will conclude mid-late Q2.



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.

TSM Performance Update

TSM Measure	2025/26 Full Year	2025/26 Benchmark	2025/26 Benchmark Quartile	2026/27 Q1
Communities & Tenancy Management				
Number of anti-social behaviour cases, opened per 1,000 homes (NM01 1)	99.2	39.1	4	30.4 Can't compare to annual benchmark
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes (NM01 2)	2.3	0.7	4	0.6 Can't compare to annual benchmark
Complaints				
Number of stage one complaints received per 1,000 homes - LCRA (CH01 1)	76.0	64.8	3	16.4 Can't compare to annual benchmark
Number of stage two complaints received per 1,000 homes - LCRA (CH01 2)	15.7	12.5	3	4.9 Can't compare to annual benchmark
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales - LCRA (CH02 1)	95.3%	97.7%	3	95.7%
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales - LCRA (CH02 2)	89.6%	95.9%	3	97.9%

TSM Performance Update

TSM Measure	2025/26 Full Year	2025/26 Benchmark	2025/26 Benchmark Quartile	2026/27 Q1
Repairs & Maintenance				
Proportion of non-emergency responsive repairs completed within the landlord's target timescale - LCRA (RP02 1)	92.3%	84.7%	1	90.6%
Proportion of emergency responsive repairs completed within the landlord's target timescale - LCRA (RP02 2)	95.6%	97.0%	3	96.0%
Homes				
Proportion of homes for which all required gas safety checks have been carried out (BS01)	100.0%	100.0%	1	100.0%
Proportion of homes for which all required fire risk assessments have been carried out (BS02)	100.0%	100.0%	1	100.0%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out (BS03)	100.0%	100.0%	1	100.0%
Proportion of homes for which all required legionella risk assessments have been carried out (BS04)	100.0%	100.0%	1	100.0%
Proportion of homes for which all required communal passenger lift safety checks have been carried out (BS05)	100.0%	100.0%	1	100.0%
Proportion of homes for which all required electrical safety checks have been carried out (BS06) (new for 2026/27)	N/A	N/A	N/A	99.7%
Proportion of homes that do not meet the Decent Homes Standard (RP01)	0.0%	0.1%	1	0.0%

Please note, the RSH doesn't require TSM reporting for LCHO as we own fewer than 1,000 homes.
When comparing the Q1 result for number of reported cases for ASB and complaints please be wary of comparing to the benchmarked result, as the cases reported per quarter will be lower than annual.
TSM Q6 a and d on number of responsive repairs raised in year and works in progress at year end are not included quarterly due to data capture and systems issues. We aim to provide this by the end of the financial year.

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. 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.

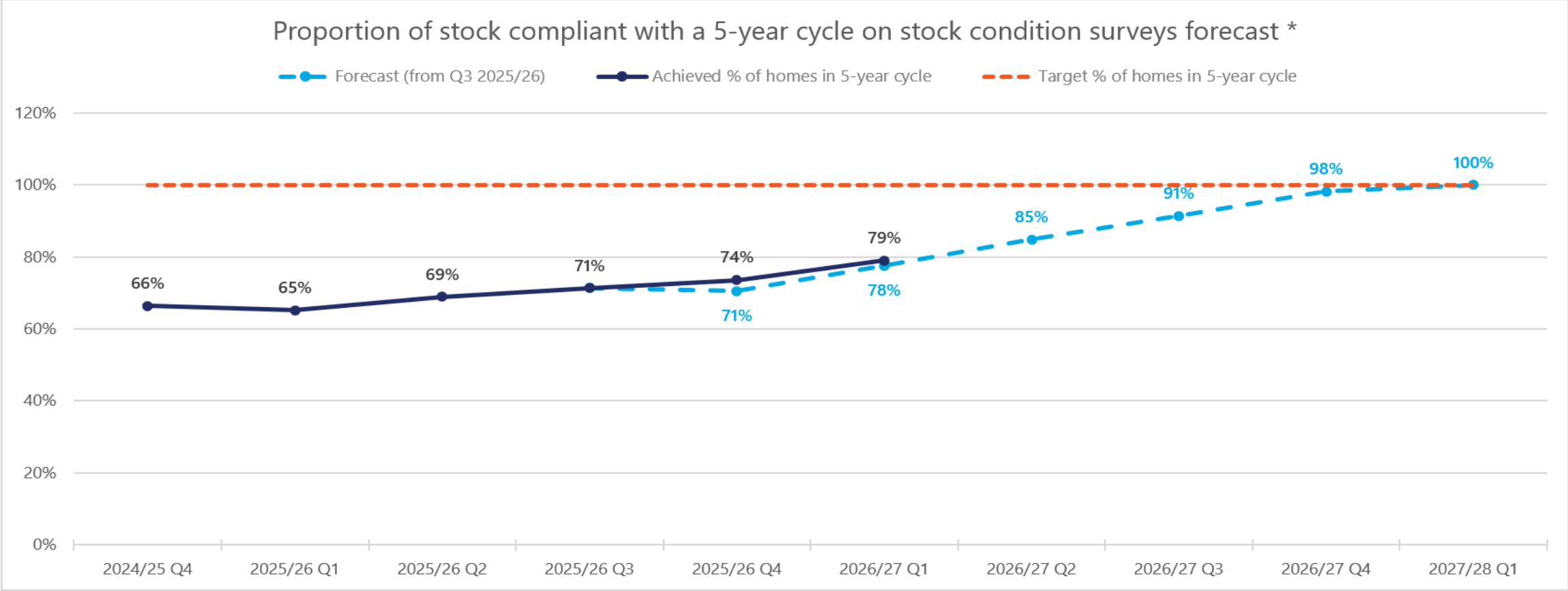
Complaints trigger limit

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.



Property and compliance: 5-year stock condition cycle forecast

As of 30.06.2026



* Assumptions:
1. Stock count remains stable over forecasting period
2. There are 0 no access issues when trying to survey customer homes
3. 75 stock condition surveys carried out per week from April 2026 onwards