



# QUARTER 1 2026/2027 BOARD KEY PERFORMANCE INDICATOR REPORT

*you matter it's good to be home inspired colleagues*

# PERFORMANCE MEASURES



## Quarter-end Status Key

-  **Achieved**  
Target met or exceeded at year-end
-  **Positive trend**  
Below target but improving or stable trajectory
-  **Monitoring**  
Below target and requires continued focus



# PERFORMANCE DASHBOARD



This dashboard shows how we're performing across the services that matter most to you - from repairs and safety to how satisfied you are with us. A green tick means we're meeting our target, and where we're not, you can see what we're doing about it. Each measure is then looked at in more detail on the following pages.

| YOU MATTER |       |                                              |  | IT'S GOOD TO BE HOME |       |                                           |  | INSPIRED COLLEAGUES |       |                               |  |
|------------|-------|----------------------------------------------|--|----------------------|-------|-------------------------------------------|--|---------------------|-------|-------------------------------|--|
|            | 100%  | Tenancies sustained in the first 12 months   |  |                      | 74.3% | EPC band C rating or above                |  |                     | 2.5%  | Voluntary staff turnover      |  |
|            | 78%   | TSM - Overall Satisfaction LCRA              |  |                      | 4     | New homes delivered                       |  |                     | 4.26% | Working days lost to sickness |  |
|            | 86%   | TSM – Satisfaction with Repairs              |  |                      | 99.8% | % of landlord H&S Inspections up to date  |  |                     |       |                               |  |
|            | 78%   | TSM – Time Taken to Complete Repairs         |  |                      | 100%  | Emergency repairs completed within target |  |                     |       |                               |  |
|            | 73%   | TSM – Listens and Acts                       |  |                      | 86.5% | Appointable repairs completed in target   |  |                     |       |                               |  |
|            | 86%   | TSM – Fairly and with Respect                |  |                      | 2.77% | Rent loss on empty homes                  |  |                     |       |                               |  |
|            | 46%   | TSM – Complaints Handling                    |  |                      | 11%   | Number of new disrepair claims            |  |                     |       |                               |  |
|            | 74%   | TSM – Approach to ASB                        |  |                      | 100%  | % of emergency hazards resolved in 24hrs  |  |                     |       |                               |  |
|            | 1.81% | Rent arrears as a proportion of rent due YTD |  |                      | 69%   | D&M washes raised completed in target     |  |                     |       |                               |  |
|            |       |                                              |  |                      | 100%  | D&M inspections completed in target       |  |                     |       |                               |  |

**Q1 Performance Status key**

- Achieved**  
Target met or exceeded at year-end
- Positive trend**  
Below target but improving or stable trajectory
- Monitoring**  
Below target and requires continued focus

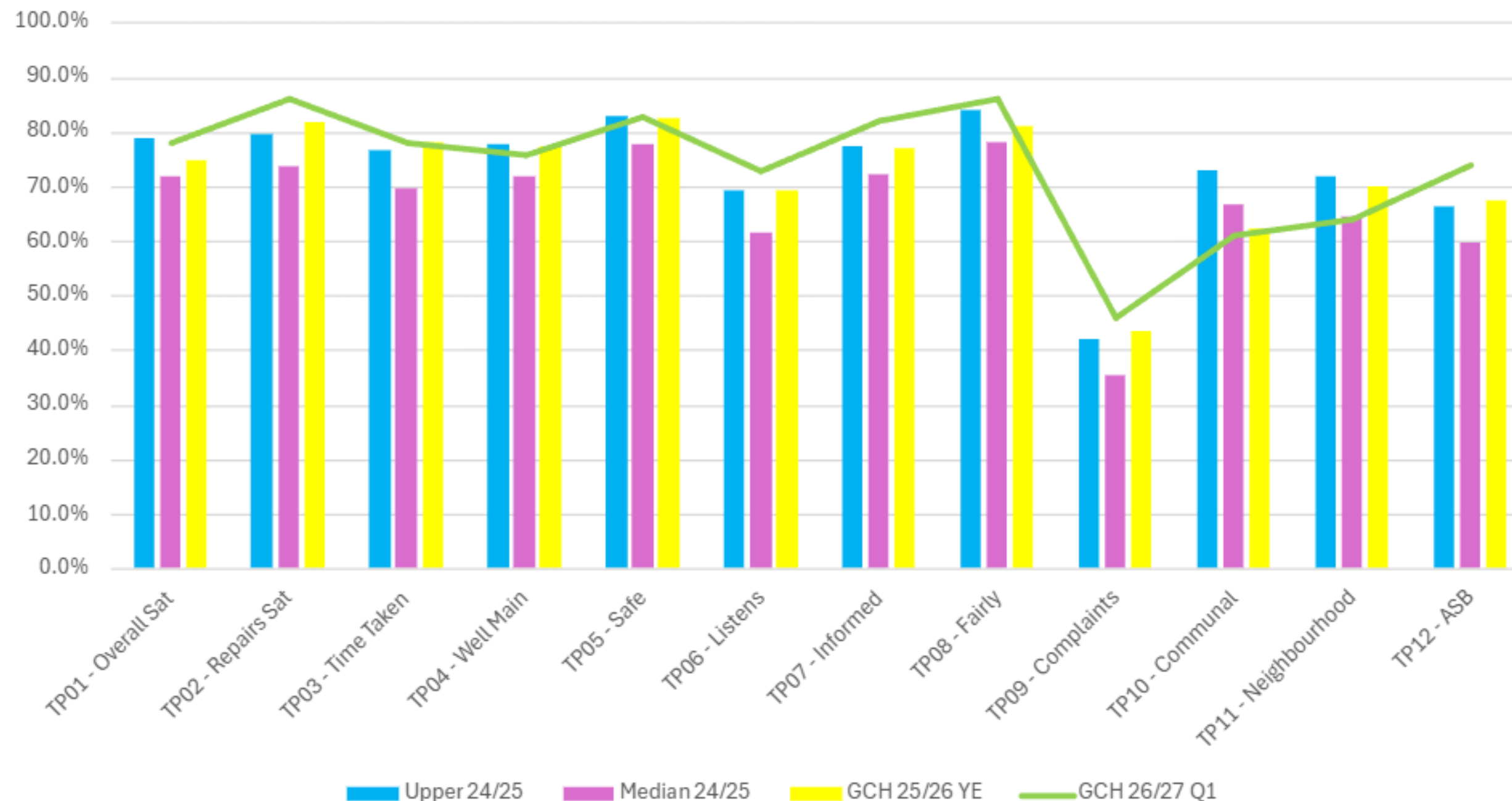
**Performance Direction of Travel key**

- Improving**  
Performance is improving against the previous reporting period
- Stable**  
Performance is broadly unchanged / maintaining its position
- Deteriorating**  
Performance has declined against the previous reporting period

# TENANT SATISFACTION MEASURES BENCHMARKING



TSM Benchmarking



Every year we compare how we're doing against other housing providers across the country. On nine of the 12 measures we're among the best performers, and on all but two we're better than the national average. We've improved most in repairs satisfaction, listening to you, keeping you informed, treating you fairly and dealing with anti-social behaviour. Communal areas and neighbourhoods are areas we'll keep working on.

## What the measures mean

- TP01** Overall satisfaction
- TP02** Satisfaction with repairs
- TP03** Time taken to complete most recent repair
- TP04** Home is well maintained
- TP05** Home is safe
- TP06** Listens to tenant views and acts upon them
- TP07** Keeps tenants informed about things that matter
- TP08** Treats tenants fairly and with respect
- TP09** Approach to handling complaints
- TP10** Communal areas kept clean and well maintained
- TP11** Positive contribution to neighbourhoods
- TP12** Approach to handling anti-social behaviour

# YOU MATTER - PERFORMANCE



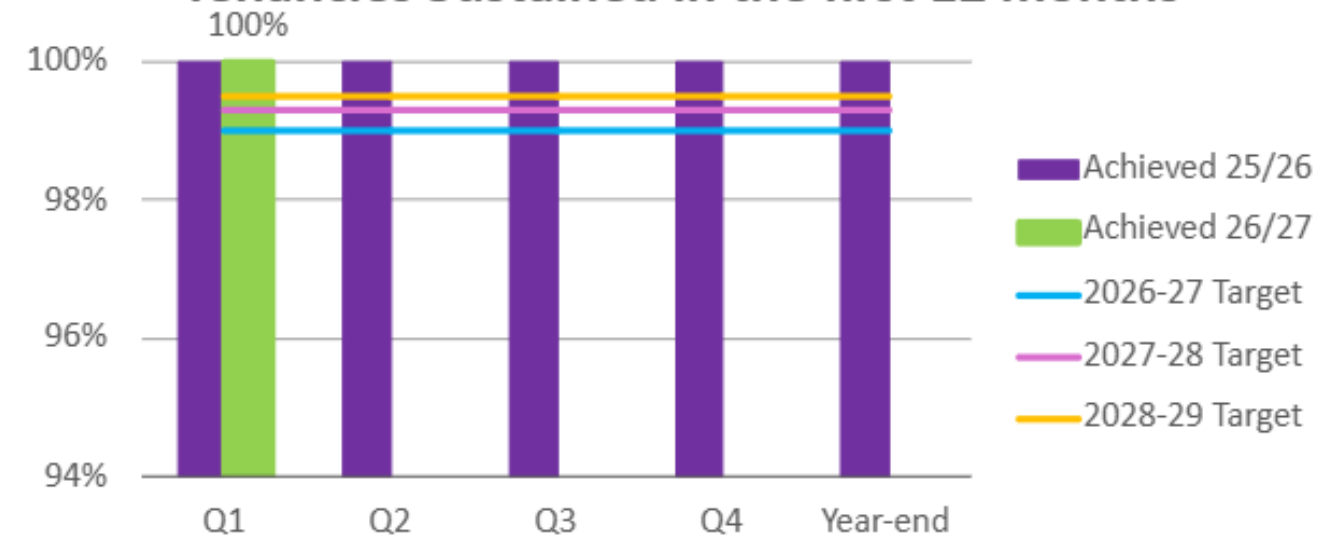
Variation to target **+1%**

Change from previous quarter **0%**



ACHIEVED

## Tenancies Sustained in the first 12 months



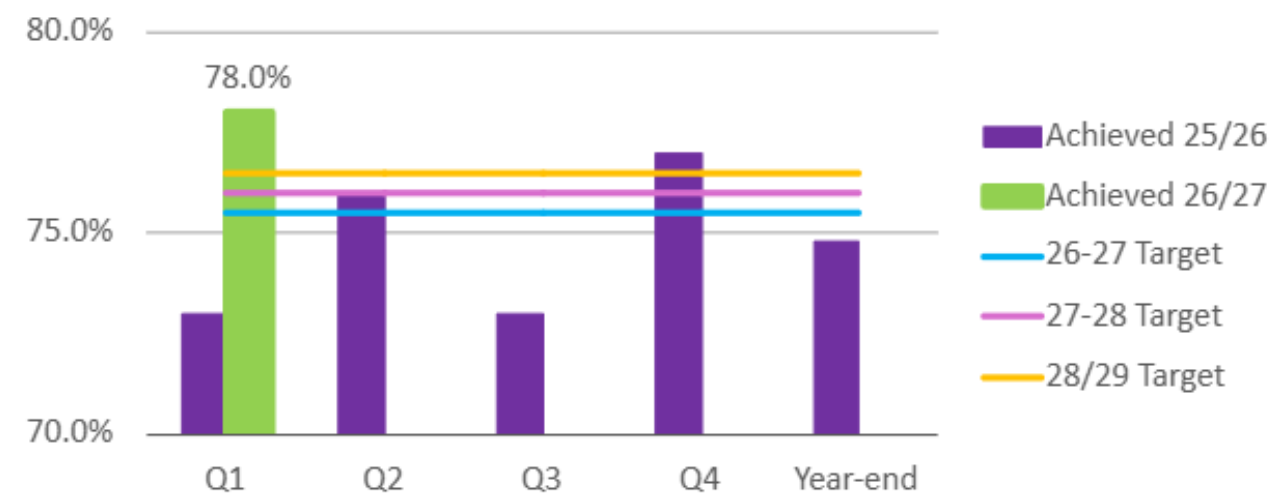
Variation to target **+2.5%**

Change from previous quarter **+1%**



ACHIEVED

## TSM - Overall Satisfaction LCRA



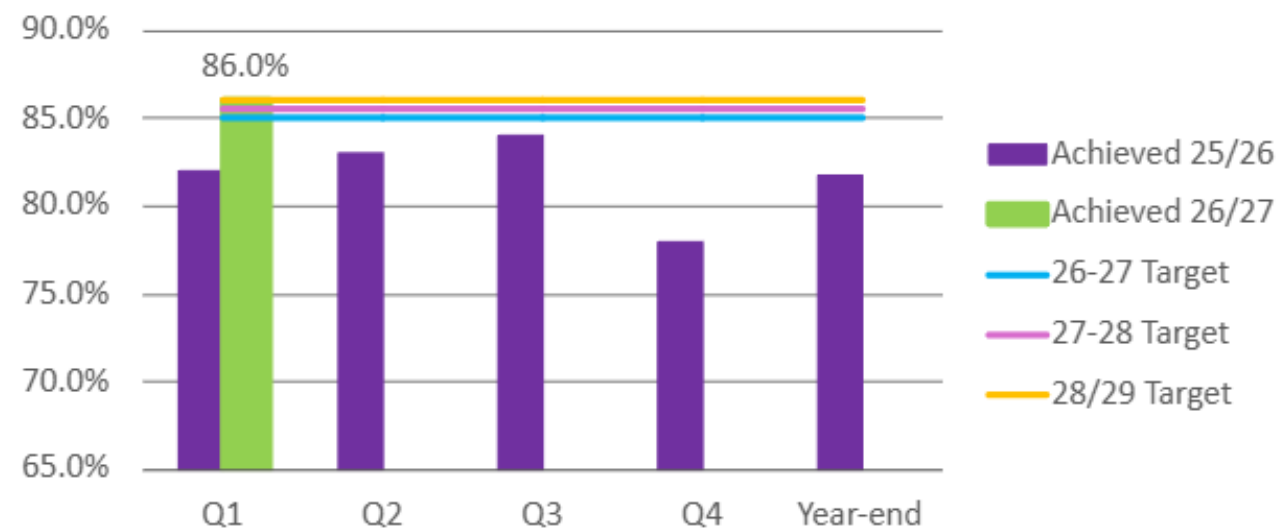
**LCRA** stands for Low-Cost Rental Accommodation – our social and affordable rented homes. These satisfaction scores come from customers living in those homes.

Overall customer satisfaction has risen to 78% - up 1% on last quarter and 5% on this time last year. You told us you value the support from our colleagues and tenancy services, and you've noticed improvements in repairs. You also told us where we need to do better: communication, repairs carried out by our contractors, damp and mould, and grounds maintenance. With 42.5% of you worried about the cost of living, we know times are tough, and those of you who feel your home is well maintained are the most satisfied overall. We've shared your feedback with our teams, and improving how we communicate with you is our main focus.

# YOU MATTER - PERFORMANCE



### TSM - Satisfaction with Repairs



Variation to target **+1%**

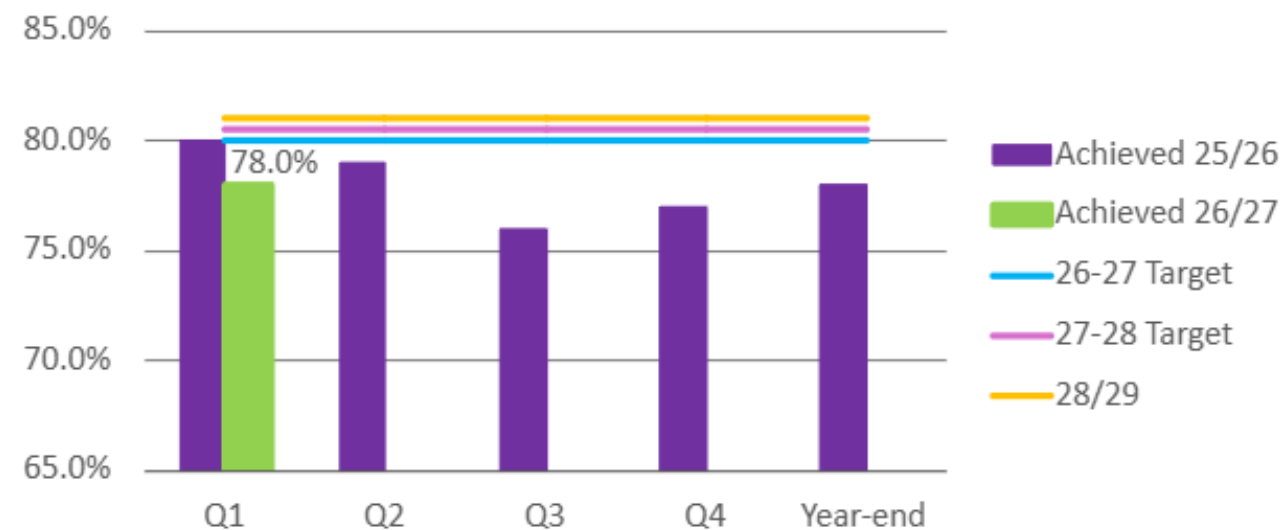
Change from previous quarter **+8%**



ACHIEVED

Your satisfaction with our repairs service has had a strong start to the year, rising from 78% at the end of last year to 86% - that's 8 points up, and just above our 85% target. It's the best result we've seen since 2025/26, which tells us the changes we've made to the repairs service are making a real difference for you. Our focus now is keeping it that way and giving you a consistently good experience every time you report a repair.

### TSM - Time Taken to complete Repairs



Variation to target **-2%**

Change from previous quarter **+1%**



POSITIVE  
TREND

We're busier than ever - we completed 404 more repairs than the same time last year, across every type of repair. Even with that extra demand, 78% of repairs were finished within our target timescales and your satisfaction with the service went up. Thank you to our Property Care team for keeping things moving. We'll keep working on scheduling and productivity so more repairs are completed on time, aiming for our 80% target.

# YOU MATTER - PERFORMANCE



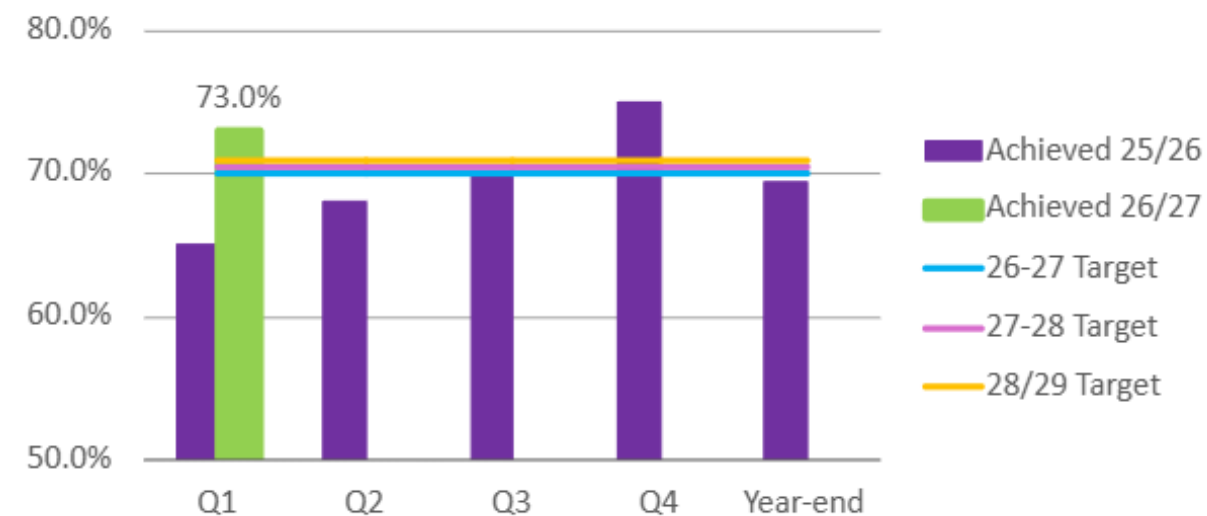
Variation to target **+3%**

Change from previous quarter **-2%**



ACHIEVED

TSM - Listens & Acts



73% of you feel we listen to your views and act on them - our second-highest score in two years. Many of you told us our colleagues are friendly, helpful and respectful. Where you weren't happy, it was mostly about repairs taking too long or being left unfinished, and having to chase us for updates. You also raised neighbour disputes, anti-social behaviour, grounds maintenance and communal services. We've started customer focus groups on grounds maintenance to help us put things right.



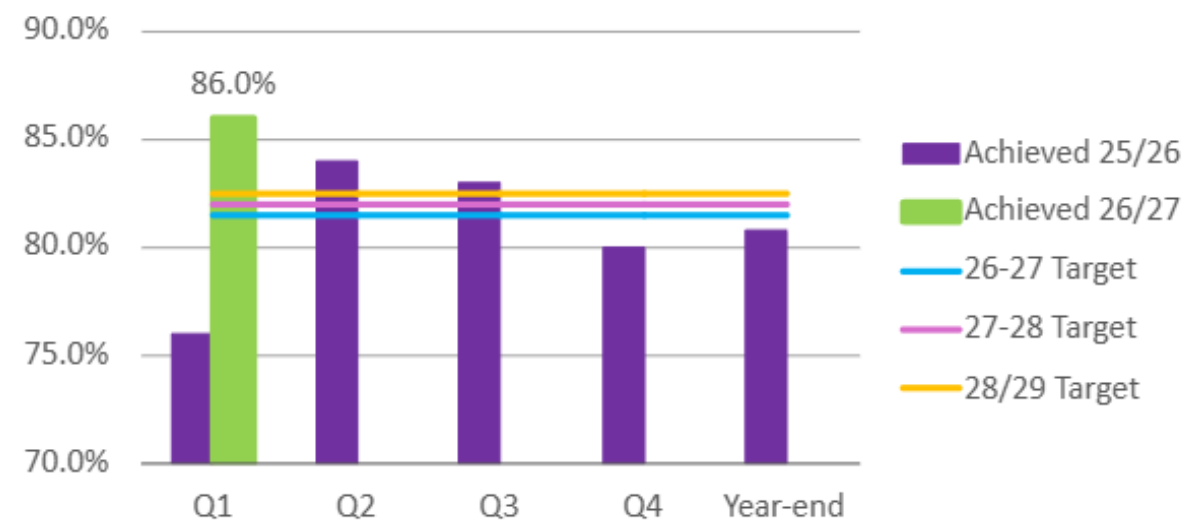
Variation to target **+4.5%**

Change from previous quarter **+6%**



ACHIEVED

TSM - Fairly and with Respect

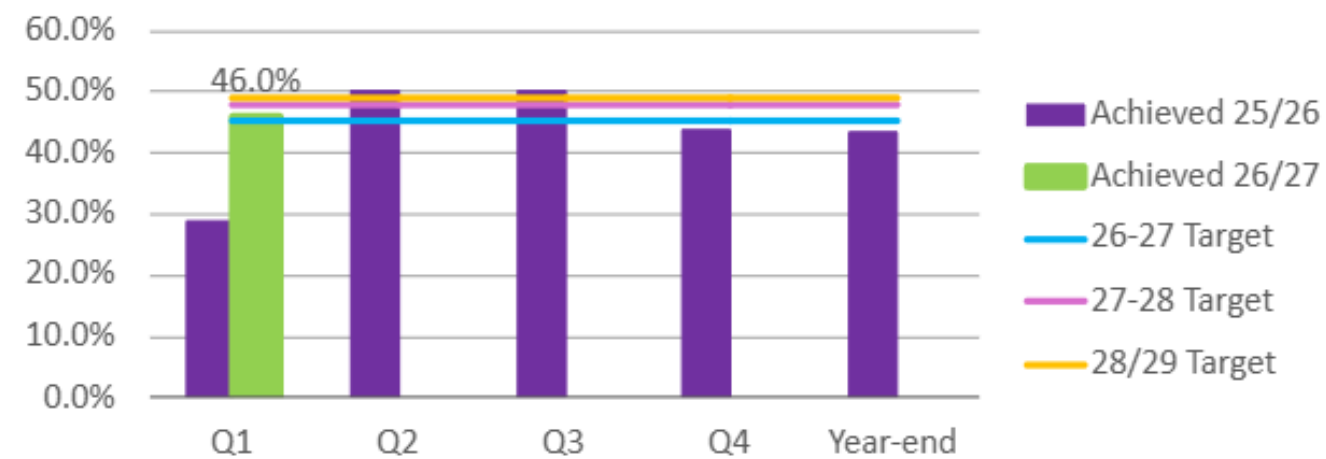


86% of you feel you're treated fairly and with respect - our best result in two years, and 9 points higher than this time last year. You described our colleagues as polite, respectful, supportive and professional. A small number of you told us about delays where extra support was needed, such as home adaptations, health needs or more complex repairs. We're using what we already know about you to make fairer decisions and make sure you feel listened to and supported.

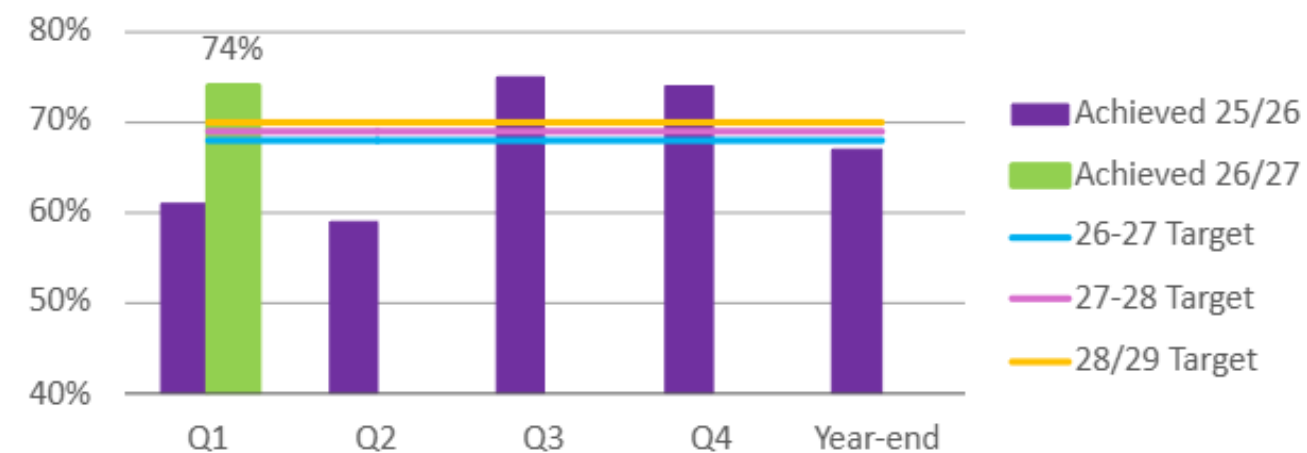
# YOU MATTER - PERFORMANCE



## TSM - Complaints Handling



## TSM - Approach to ASB



Variation to target **+0.5%**

Change from previous quarter **+0.5%**



ACHIEVED

How we handle complaints is still an area where we need to do better. You told us about repairs that weren't sorted, updates that didn't come, and not always feeling heard - though some of you praised individual colleagues for being helpful and responsive. This quarter 27 of you said you'd raised a complaint, with two going through our formal complaints process in the past year. Most of the concerns raised were about repairs and neighbourhood issues rather than complaints themselves. We're focusing on better communication, taking ownership, and sorting your concerns sooner.



Variation to target **+6%**

Change from previous quarter **+0%**



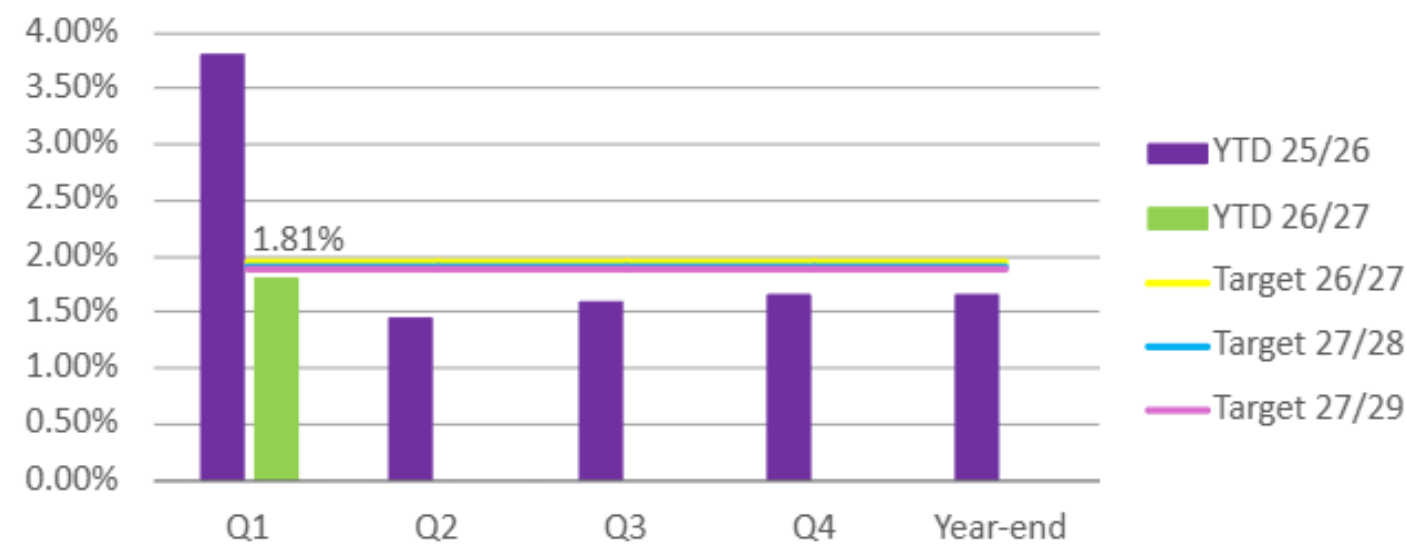
ACHIEVED

Our Home and Neighbourhood and Independent Living teams are here to help if you're affected by anti-social behaviour (ASB). During ASB Awareness Week (29 June - 5 July) we knocked on doors in six areas to talk with you about ASB and being a good neighbour. We're updating our ASB and Hate Crime policy using your feedback and new laws coming in under the Crime and Policing Act. These new powers are expected later this year, and we'll train our teams so we can use them to tackle ASB in your neighbourhood.

# YOU MATTER - PERFORMANCE

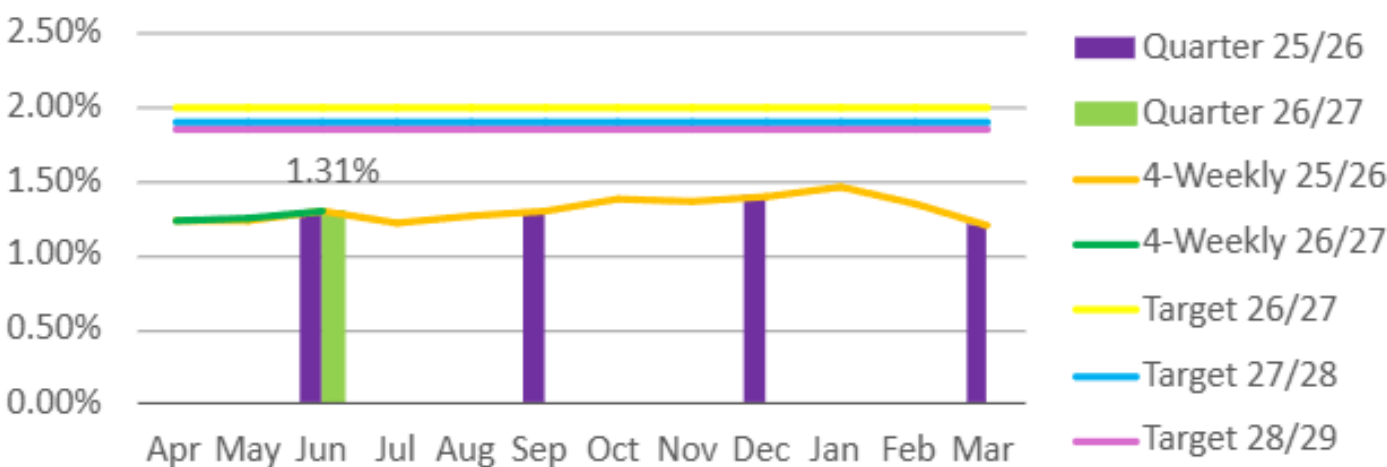


Rent arrears as Proportion of Rent Due YTD



Variation to target **-0.14%**  
Change from previous quarter **+0.16%**

Rent Arrears as a Proportion of Rent Due  
4-Weekly Result



Variation to target **-0.69%**  
Change from previous quarter **+0.10%**

Rent arrears finished the period at 1.31%, comfortably better than our 2.1% target - a great result for our team. They've had the first of a series of training sessions this year, focused on better ways to work with you and keep this performance strong. Most customers have now moved over to Universal Credit, with only a small number still to switch. We're also told we're performing far better on arrears than other housing providers of a similar size.



# IT'S GOOD TO BE HOME - PERFORMANCE



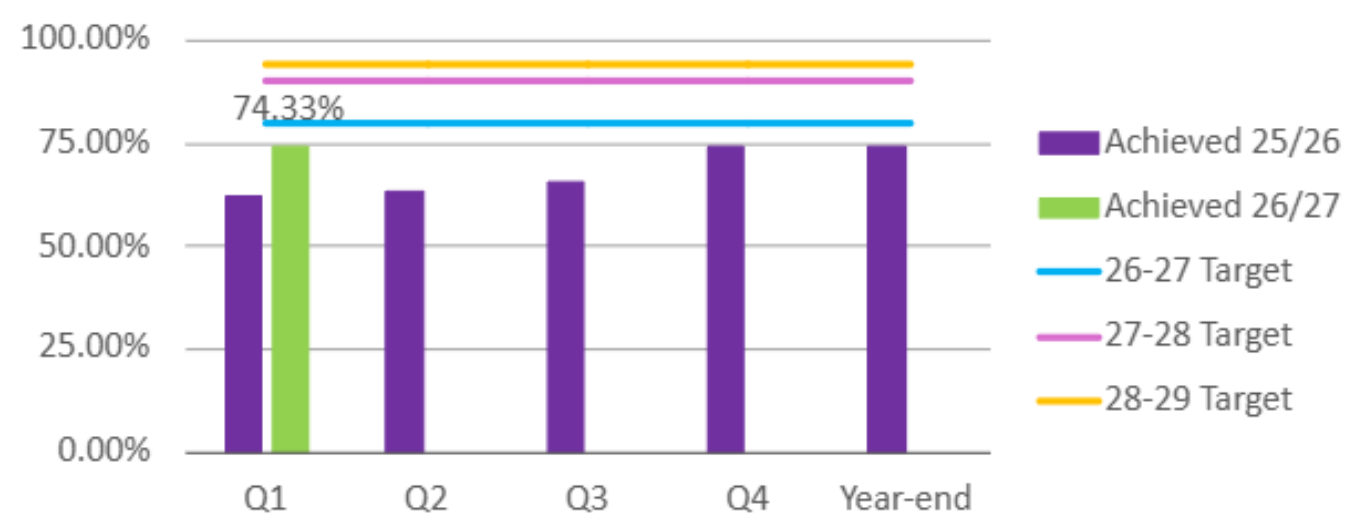
**Variation to target -5.67%**

**Change from previous quarter +0.23%**



**POSITIVE  
TREND**

## EPC Band C rating or above



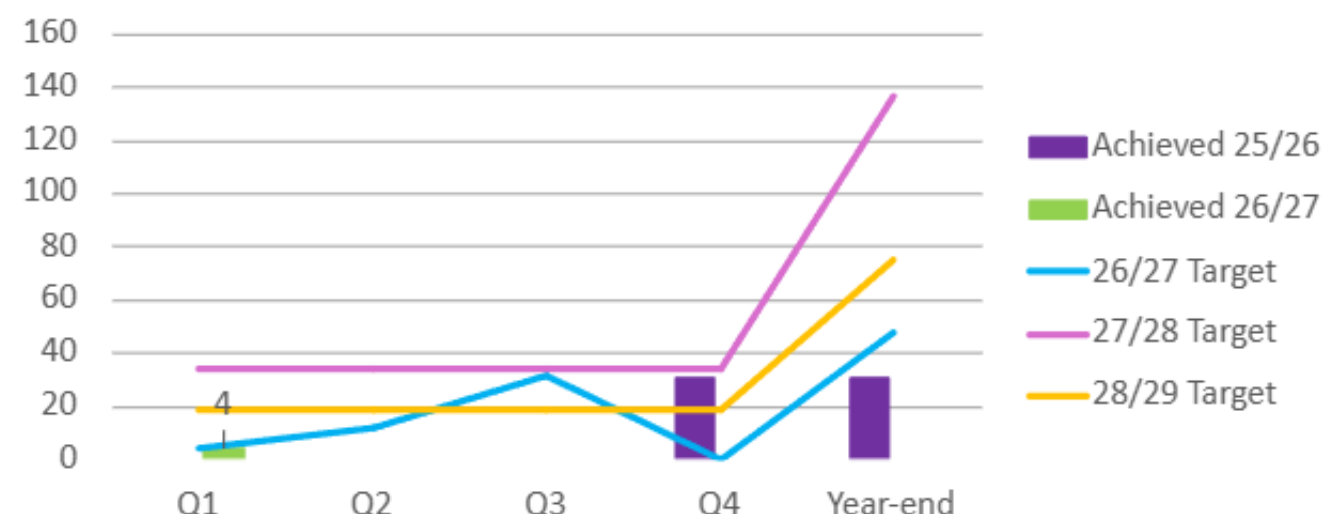
**Variation to target 0**

**New Homes Completed 4**



**POSITIVE  
TREND**

## New Homes Delivered

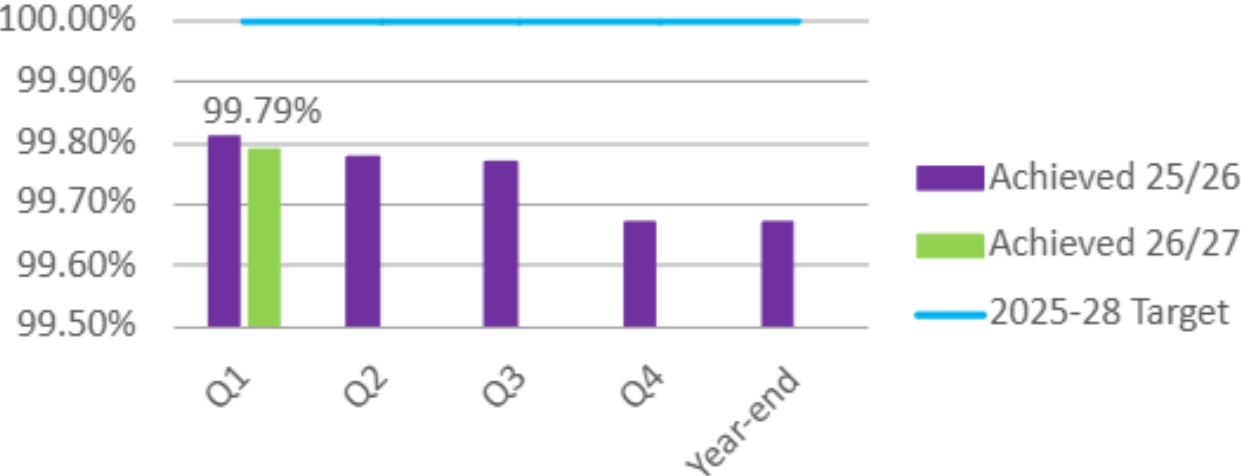


Our new homes are coming along well. The last 4 homes at Longford were finished in June as planned, and the first 6 homes at Hawthorn Park were completed in July. Most of this year's new homes are due to be finished later in the year, and they're on track.

# IT'S GOOD TO BE HOME - PERFORMANCE



% of landlord H&S inspections up to date

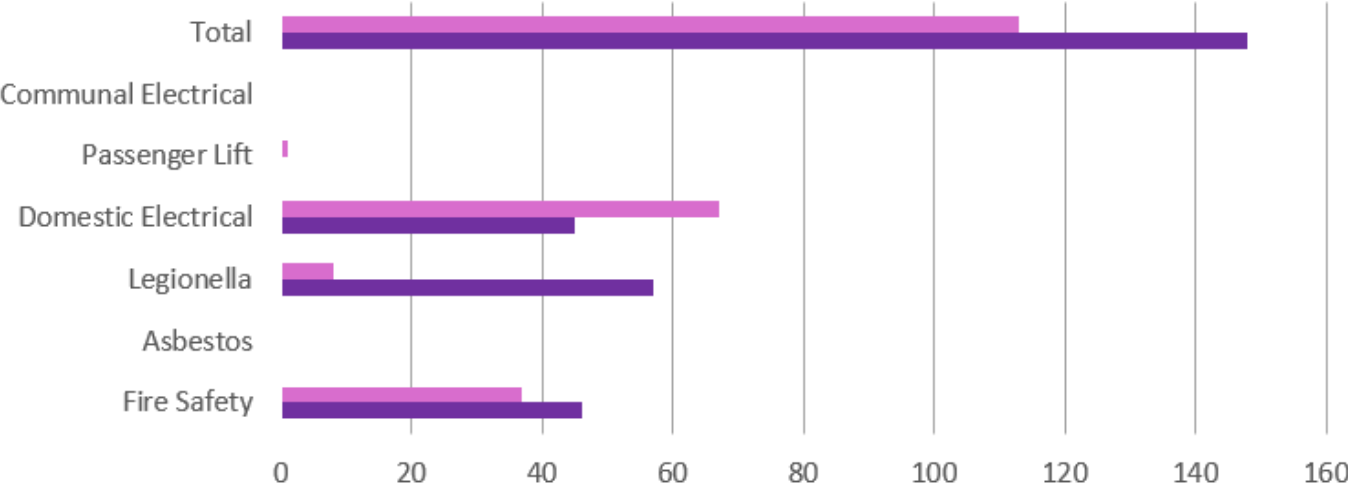


Variation to target **-0.21%**  
Change from previous quarter **+0.12%**



To keep your home safe, we need to get inside to carry out checks such as the electrical test every home needs every five years. We're still not getting access to as many homes as we'd like before the test is due, but this improved month by month over the quarter. We've brought in a second electrical testing contractor so we can complete more checks, and we hold regular review meetings to sort out the more difficult cases. Where we can't get in, we work with our neighbourhood teams and partners, and as a last resort we may need to go to court. If we contact you about a safety check, please let us in - it's there to keep you and your neighbours safe.

Landlord H&S remedial actions overdue (number)



Change from previous quarter **+35**

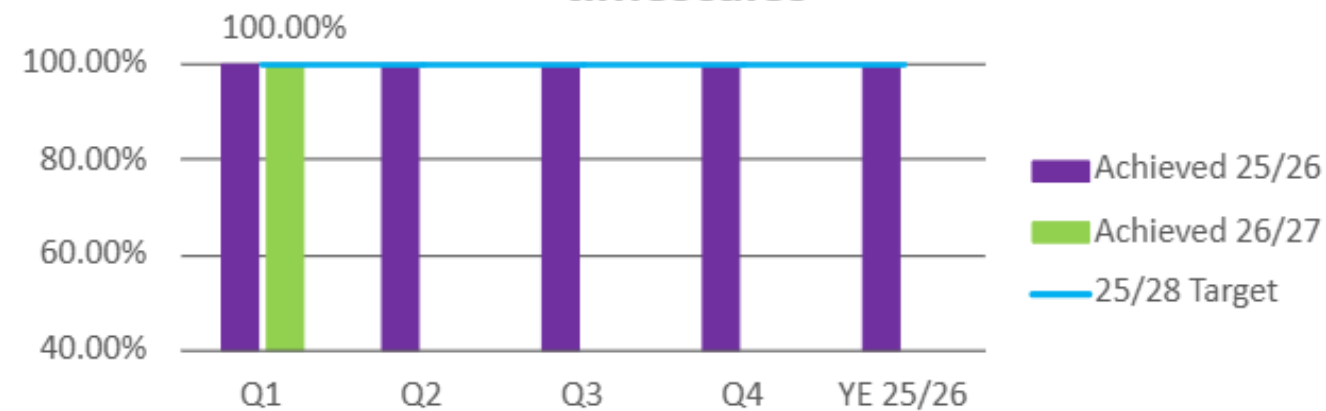
Keeping your home safe is our priority. Any outstanding fire safety, legionella and lift work has been booked in, and we keep a close eye on progress. The number of electrical repairs still to be completed has fallen every month this quarter. Having a second electrical contractor on board means we can get through more work, and we're working closely with all our contractors to keep things moving. Where we can't get access to a home, we work with our neighbourhood teams and partners, and go to court only if we have to.

|          | Fire Safety | Asbestos | Legionella | Domestic Electrical | Passenger Lift | Communal Electrical | Total |
|----------|-------------|----------|------------|---------------------|----------------|---------------------|-------|
| YE 25/26 | 37          | 0        | 8          | 67                  | 1              | 0                   | 113   |
| Q1 26/27 | 46          | 0        | 57         | 45                  | 0              | 0                   | 148   |

# IT'S GOOD TO BE HOME - PERFORMANCE



## Emergency repairs completed within target timescales

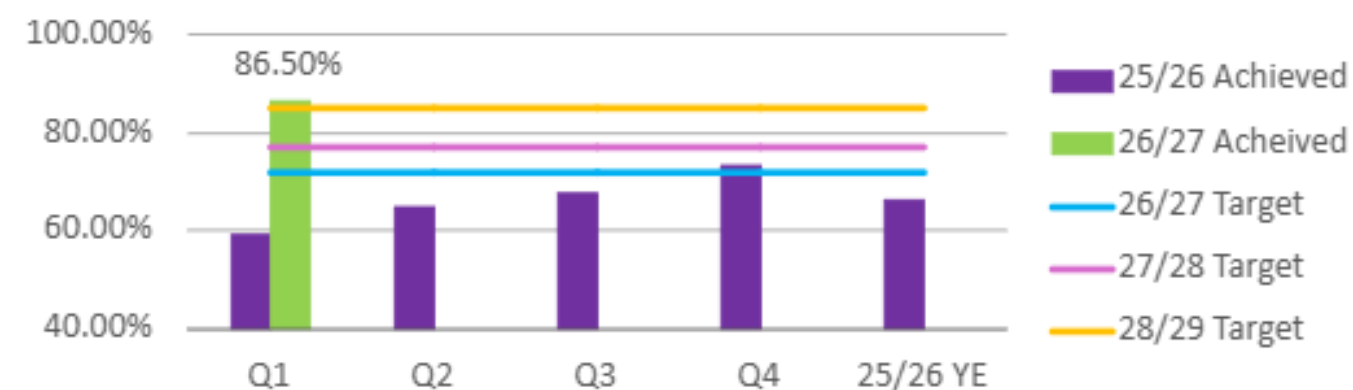


Variation to target **0%**  
Change from previous quarter **0%**



You reported fewer emergency repairs this quarter - an average of 509 a month, down from 601. Every single one was completed within our target time, as they have been all year. With fewer emergencies coming in, our teams had more time to book in routine repairs and work through the jobs still outstanding. Emergencies still make up around a third of all repairs you report, and plumbing and electrical faults remain the most common.

## Total Appointable Repair Jobs Completed in Target



Variation to target **+14.5%**  
Change from previous quarter **+13.47%**

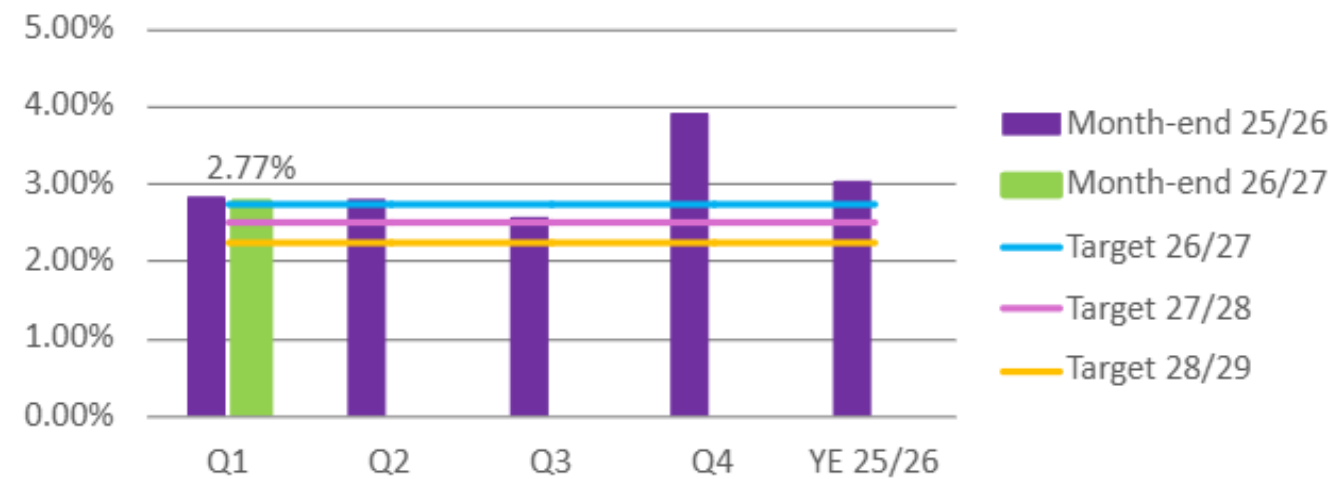


Repairs booked by appointment have improved a lot. 86.47% were completed on time this quarter, up from around 71.5% at the end of last year - and well above our target. The number of repairs reported also fell by around 20%, which freed up more appointment slots for you and helped us clear jobs that were waiting or running late. It's the latest step in a steady improvement over the past year, and we'll keep working to make sure your repair is done when we say it will be.

# IT'S GOOD TO BE HOME - PERFORMANCE



## Rent Loss on Empty Homes



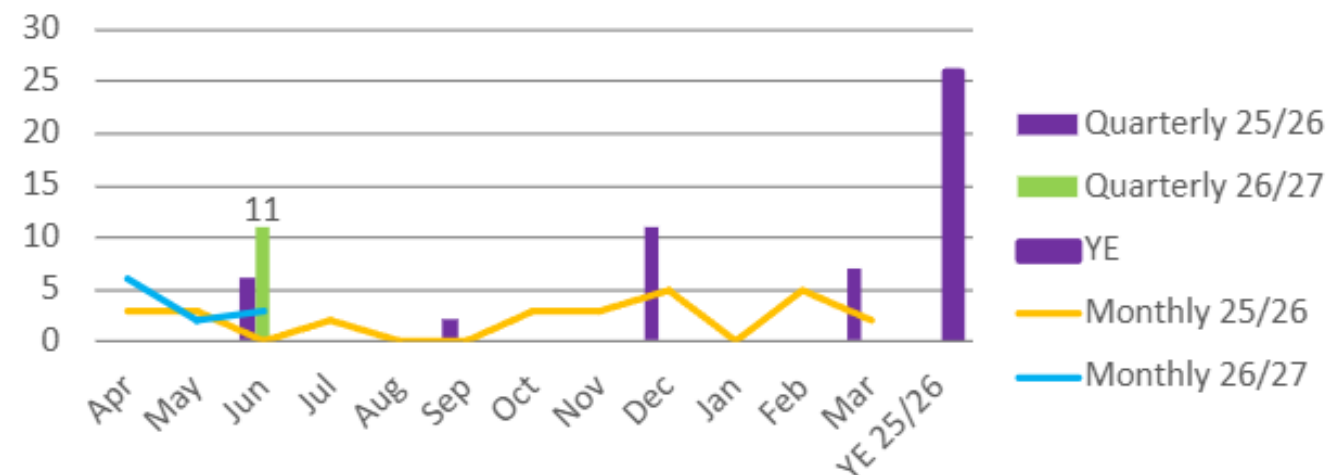
Variation to target **+0.02%**

Change from previous quarter **-1.13%**



When a home becomes empty, we want to get it ready for the next customer as quickly as we can. This has taken a little longer than the same time last year. We have a high number of empty homes at the moment and more of them need major work, which takes longer and costs more. Our repairs and lettings teams are working together to prioritise homes, and we bring in outside contractors for the bigger jobs so homes are ready sooner. We're keeping a close eye on this and expect the position to settle over the coming months.

## Number of Disrepair Claims



Change from previous quarter **+4**



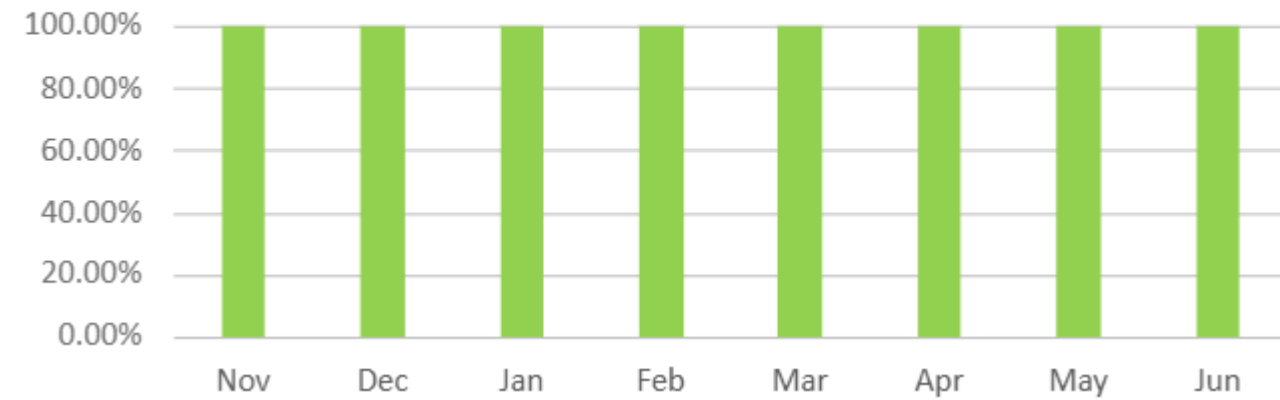
Sometimes customers take legal action about the condition of their home - at the end of the quarter we had 62 of these cases open. When a new case comes in, we survey the home within 7 days so we can understand what's needed and get repairs booked in quickly. If damp or mould is involved, we treat it straight away under our damp and mould policy. We also look back at each case to spot patterns and put things right for other customers.

# AWAAB'S LAW REPORTING



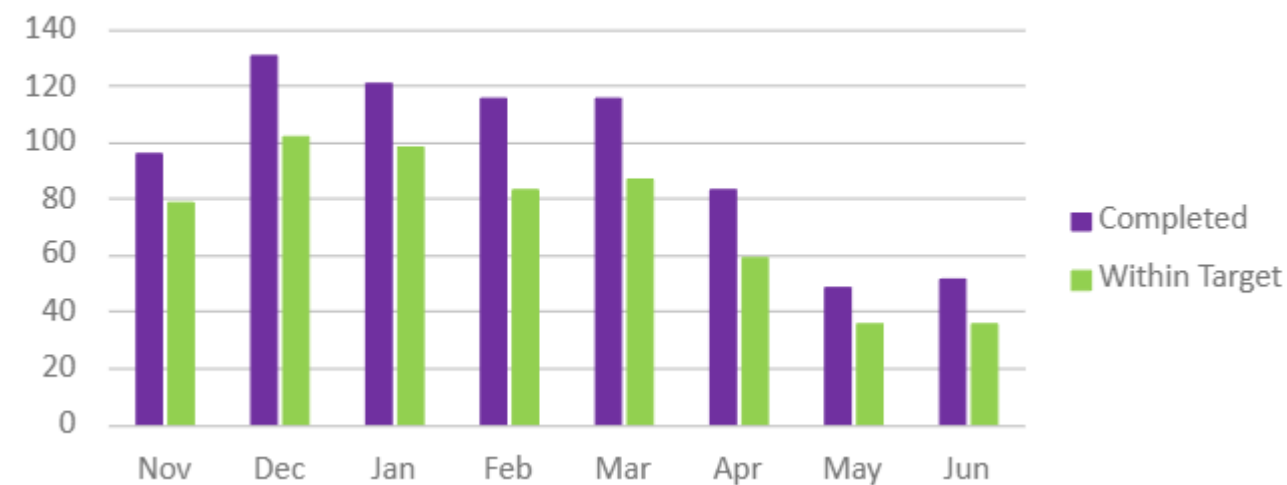
100%  
Resolved in  
Target

## Percentage of Emergency Hazards Resolved in 24 hours



Fewer of you reported damp and mould this quarter, which suggests the preventative work we've been doing is helping. Every case was visited within 10 working days of you telling us, and 100% of damp and mould inspections were completed on time. In June, 71% of mould wash jobs were finished within our target - where jobs took longer, it was usually because we couldn't get in or you asked for a later date. When we visit, we deal with anything urgent straight away and book in any further work needed.

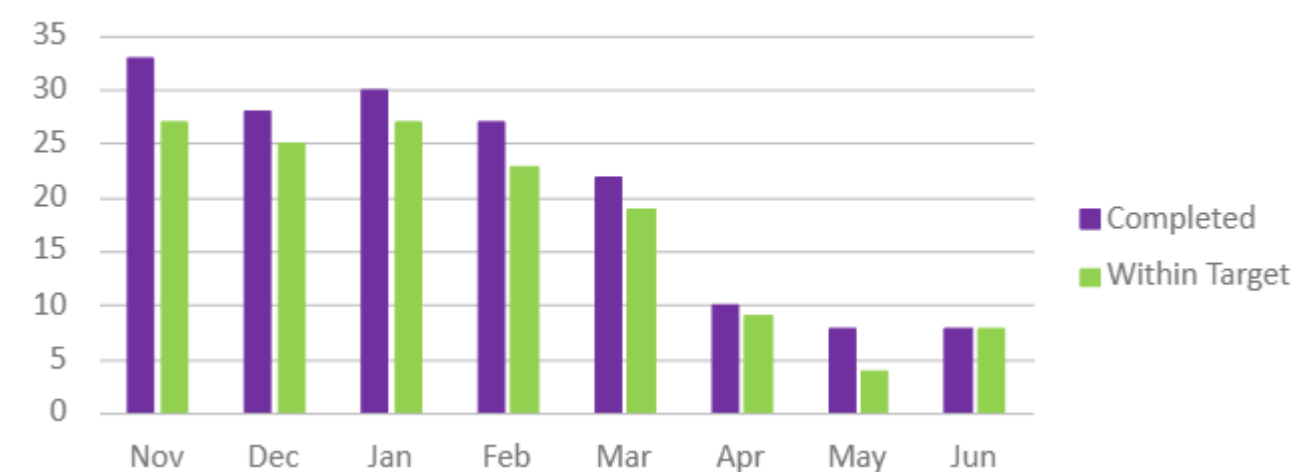
## Damp & Mould Washes Raised



Q1 90%  
Attended in  
Target

Q1 71%  
Completed in  
Target

## Damp & Mould Inspections

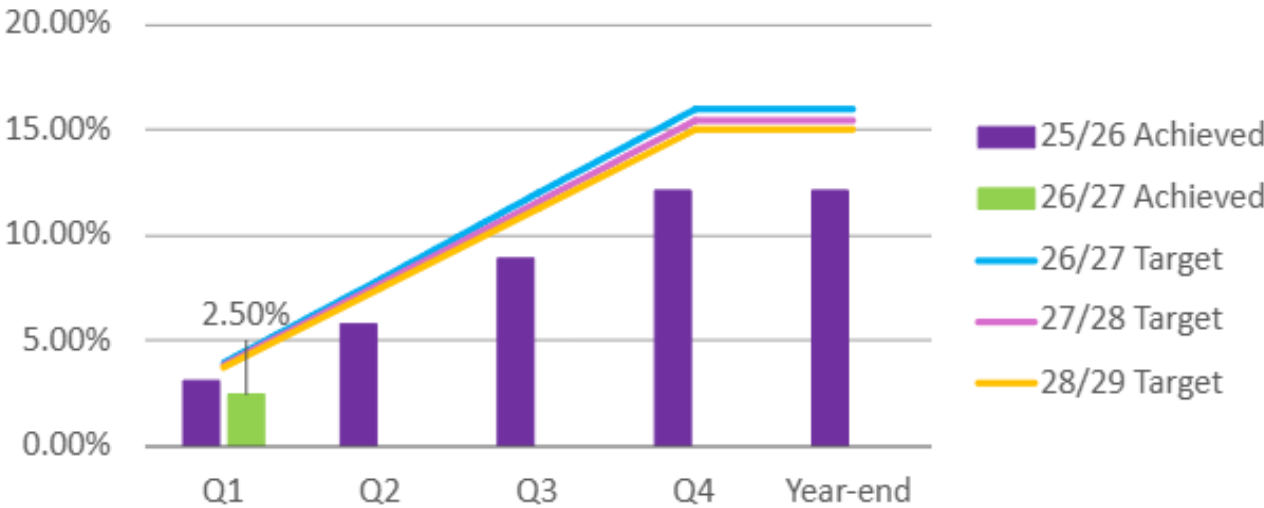


Q1 81%  
Completed in  
Target

# INSPIRED COLLEAGUES - PERFORMANCE



Voluntary Staff Turnover



Variation to target **-1.50%**

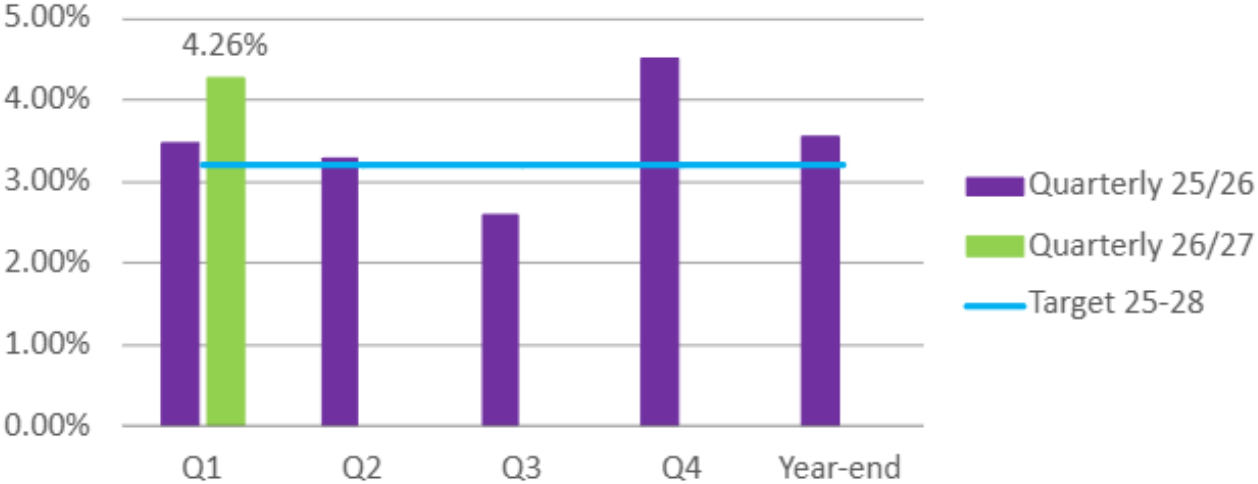


Our colleagues are the people who deliver your services, so we work hard to keep hold of good people. The number of colleagues choosing to leave has stayed low and remains better than our target, and lower than other similar organisations in our sector.

Turnover is higher in some of our newer teams, such as our cleaning and estates teams and our supported living service at Hewmar House. This is common in these types of roles, and we're supporting those managers with recruiting and looking after their teams.

We're asking all our colleagues for their views in a survey this August, which will help us understand how they're feeling and where we can improve.

Working Days Lost to Sickness



Variation to target **+1.06%**

Change from previous quarter **-0.25%**



Colleague sickness absence fell slightly this quarter, dropping month by month from April to June. It's still above our target, but we expect it to keep coming down, and it's in line with other housing providers of our size.

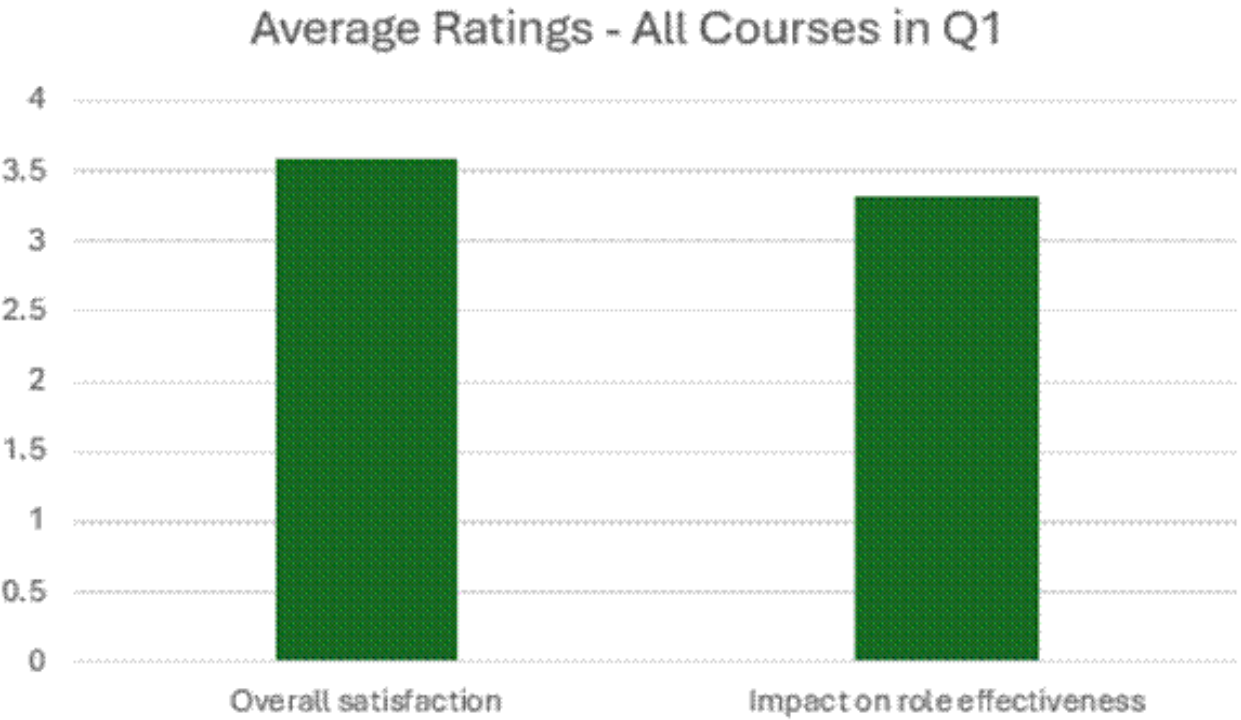
We've fully rewritten our absence policy, with input from colleagues, managers and our senior leaders. It means a return-to-work meeting after every absence and clearer points at which we review absence, so we can support our colleagues better and keep services running for you.

# INSPIRED COLLEAGUES - PERFORMANCE



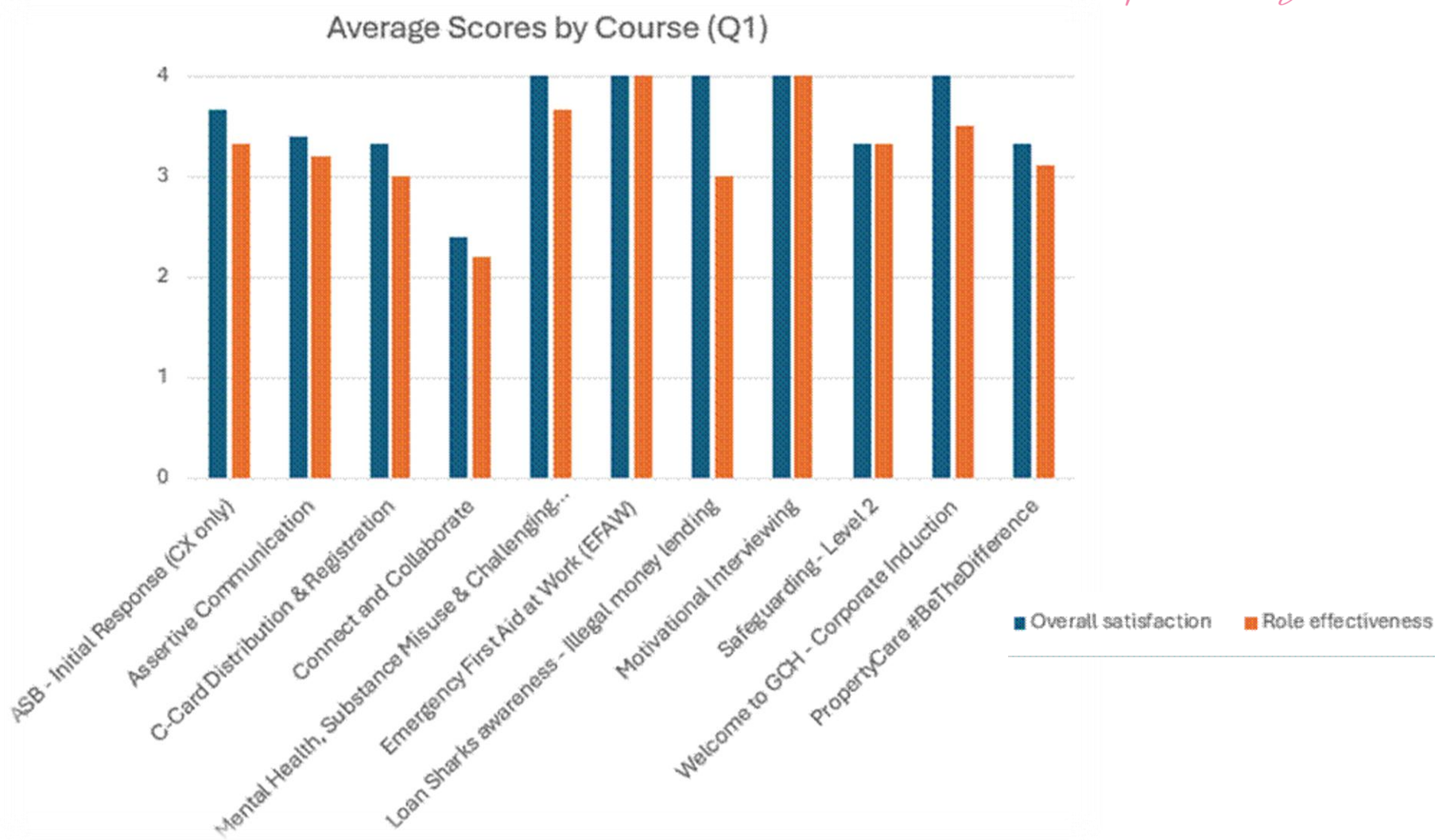
We keep investing in training so our colleagues can give you the best possible service. New courses cover handling your data safely and trauma informed approaches, and several colleagues are working towards professional housing qualifications and apprenticeships.

## Learning Course feedback – Q1



Course ratings: 1= Poor, 2 = Fair, 3 = Good, 4 = Excellent

## Feedback by course – Q1



We've launched our Aspiring Leaders Programme to develop the managers of the future, and our #BeTheDifference training continues, including actor-led customer service workshops for our repairs teams. Our managers have also started a new programme focused on accountability and living our values every day - all so the people you deal with are well supported and give you a great service.