

Please ask for: J. Hunt
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9 September 2026

Dear Councillor,

Health, Wellbeing, & The Community Scrutiny Committee

6:00pm, Monday 21 September 2026

Council Chamber, Civic Centre, Cannock

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



T. Clegg
Chief Executive

To: Councillors:

Boulton, C. (Chair)
Jones, V. (Vice-Chair)

Cecil, M.	Freeman, M.
Deakin, S.	Haden, P.
Elson, J.	Hunt, A.
Fisher, P.	Sheppard, M.
Fitzgerald, A.	

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the National Health Service Act 2006:

- County Councillor R. Mandry

Independent Co-opted Representative:

- Healthwatch Staffordshire

Agenda

Part 1

1. Apologies

2. Declarations of Interests of Members

- (i) To declare any interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
- (ii) To receive any Party Whip declarations.

3. Minutes

To approve the Minutes of the meeting held on 23 June 2026 (enclosed).

4. Statutory Health Scrutiny Items

(i) Staffordshire County Council's Health and Care and Overview Scrutiny Committee

Please refer to Staffordshire County Council's [website](#) for details of all recently held meetings of the Health and Care Overview & Scrutiny Committee. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

5. Presentation

To receive a presentation from the Community Safety Team and the Police around crime data with a focus on issues within the district.

6. Presentation

To receive a presentation from Sam Taylor, Housing Assistance, Health and Leisure Services Manager on the monitoring of the leisure contract.

7. Quarter 1 2026/27 Performance Update – Health & Wellbeing and The Community PDPs

To receive the quarter 1 2026/27 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 7.1 - 7.12).

The documents included are as considered by Cabinet on 20 August 2026.

8. Housing Services – Quarter 1 2026/27 Performance Report

To receive the quarter 1 2026/27 Housing Services performance update (Item 8.1 – 8.23).

The documents included are as considered by Cabinet on 20 August 2026.

9. Health, Wellbeing, & The Community Scrutiny Committee Work Programme 2026-27

To receive any updates on the Work Programme for 2026-27.

Cannock Chase Council
Minutes of the Meeting of the
Health, Wellbeing and The Community Scrutiny Committee

Held on Tuesday 23 June 2026 at 6:00 p.m.

Esperance Room, Civic Centre, Cannock

Part 1

Present: Councillors:

Boulton, C. (Chair)

Cecil, M.	Haden, P.
Deakin, S.	Hunt, A.
Fitzgerald, A.	Thompson, S. (Substitute)
Freeman, M.	

Also present: County Councillor: R. Mandry

(The Chair informed the Committee that recording of today's meeting would be taking place.)

1. Apologies

Apologies were received from Councillors V. Jones (Vice-Chair), P. Fisher, J. Elson, and M. Sheppard.

Notification had been received that Councillor S. Thompson would substitute for Councillor V. Jones.

2. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests in additions to those already confirmed by Members in the Register of Members Interests were made.

3. Minutes

Resolved:

That the Minutes of the meeting held on 17 March 2025 be approved.

4. Introduction to the Role of the Health, Wellbeing and The Community Scrutiny Committee

A presentation was given by the Head of Operations. He introduced Lead Officers and the Senior Committee Officer to the Committee.

The Head of Operations advised the Committee when local government Scrutiny was formally introduced and the Localism Act. He discussed the purpose of Scrutiny and how effective Scrutiny should be which would include focusing and being forward thinking, making positive changes rather than looking at negatives.

He then set out what the role of the Committee would be and the Terms of Reference. There were several aspects which included and notwithstanding, policy development and review and external scrutiny of partners.

The role of policy development and review included reviewing and scrutinising current Council policies, reviewing existing policies and the development of new policies.

The Head of Operations showed slides that provided information on the role of holding the executive to account and performance management and review.

He referred to the remit of the Committee and detailed some of the Scrutiny work undertaken including the use of task and finish groups to deliver the work programme, analysing projects and delivery, site visits when needed and invites to external organisations to attend meetings.

Information was then provided to the Committee on how the review would be set out in different stages.

Members were given the opportunity to ask questions. No questions were asked.

Members thanked the Officers for their presentation.

5. Statutory Health Scrutiny Items

Update - Staffordshire County Council's Health and Care Overview and Scrutiny Committee

The Chair and the County Councillor present informed Members that they were unable to attend the recent meeting. Members were therefore advised to refer to Staffordshire County Council's website for details of recent meetings held of the Health and Care Overview and Scrutiny Committee.

6. Annual Scrutiny Business Report 2025-26

Consideration was given to the Report of the Head of Law and Governance (Item 6.1 - 6.5 of the Official Minutes of the Council).

Member received and noted the Annual Scrutiny Business Report 2025-26 which would be submitted to Council on 8 July.

7. End of Year Performance 2025-26

To receive the end of year 2025-26 performance information for the Health & Wellbeing and The Community Priority Delivery Plans (Item 7.1 - 7.12 of the Official Minutes of the Council).

The Chair asked Members if they had questions on the performance information. Questions were asked on the following areas:

Item No. 7.2 - Review of the Leisure, Culture and Heritage Contract

A Member referred to the leisure contract and asked questions about Cannock Park Golf Course, the contractor involved and the maintenance of the course. She also asked about the position concerning junior golf.

The Head of Wellbeing reported that the new contract commenced on 1 April, with both organisations working well together on the handover. In terms of the golf course, previously maintenance had been provided by the Council. For the new contract one member of staff had been transferred into the new provider 'Everyone Active.' Everyone Active also had a contract with a grounds maintenance company to ensure that the golf course was maintained to an excellent standard.

The Member then referred to the golf course and asked if there was an audit trail and if this was being addressed. The Head of Wellbeing clarified the question and confirmed that the income from Trust Land being reinvested in the land would be transparently accounted for.

The Member referred to regular events that had previously been taking place at Chase Leisure Centre and expressed concern that there had been a loss of some such as gymnastics, snooker, and some championship events. She asked for clarification on the current position, what additional activities were being offered and asked if a presentation would be useful for Members of the Committee.

The Head of Wellbeing advised that as well as the works the Council had approved to the leisure centres, 'Everyone Active' had their own programme of improvements to the centres. The combination of the two had led to a reduction in space in the sports hall at Chase Leisure Centre. 'Everyone Active' had been liaising with all event hirers and provided them with opportunities to continue using their services with some work arounds to mitigate the reduced space. They were still willing to work with event organisers to make this work. It was reported that one area which had been a challenge was where event hirers were storing equipment at the centre. This was taking up much needed space, so 'Everyone Active' had asked that they find alternative storage provision. The Head of Wellbeing confirmed she could supply a list of capital improvements to Members but also suggested that the Committee may find it useful to undertake a visit to both the Cannock and Rugeley Leisure Centres following completion of the works. In relation to changes to classes and activities at the centres, this would be developed in time by the new operator as they understand what works at the centre, what can be introduced and what Members want.

With regard to Member concerns around the concessions scheme being overly generous, the Head of Wellbeing reported that there was now a consistent policy in place. She suggested that if there were residents that were unclear about the scheme, they should approach the staff at the leisure centres who would be able to find what was best value for them.

In terms of contract monitoring, she reported that robust processes and procedures were being put in place linked to the contract. She suggested that Sam Taylor, Service Manager who led on this area could attend the next Scrutiny meeting to present what this looked like. In addition to this, the intention was for Scrutiny to receive a presentation from 'Everyone Active' annually.

Item 7.6 – Implement Joint Tree Management System

In response to a Member question concerning vacancies and capacity issues, the Head of Operations reported that the Council were currently out for recruitment. He provided some background information advising that a structure had been devised as a part of a plan with Stafford Brough Council, however the Council were then informed of Local Government Re-organisation, and work was put on hold. He reported it had been agreed tree management should remain a corporate priority with funding being provided across both Councils this year. He went through a list of the roles needed and explained that outsourcing of tree inspections was still going ahead.

Item 7.10 - % Household Waste Sent for Re-Use, Recycling and Composting

In response to a Member question concerning the decrease in the figures stated, the Head of Operations briefly discussed the drop with the figures and reported that varying factors impacted this. He advised that changes in packaging were having an impact and he also discussed the Governments proposal to bring in a deposit scheme, extended producer responsibility and further educating of residents.

In terms of the food waste service, the Waste and Commercial Services Manager reported that 95 tonnes were collected in the first week and roughly 78 tonnes thereafter. He was hopeful that the recycling rates would improve and suggested that more accurate information would be seen by the end of the year. He advised that a Waste and Recycling Officer had been appointed who would be able to further educate by going into schools and talking to children and residents.

Item 7.11 – No of DFGs Completed

A Member referred to this indicator and asked about the position concerning the staff vacancies and the new system.

The Head of Wellbeing explained that at the start of the year a new IT system had been implemented, this would ensure a much more effective service and more efficient recording but naturally took some training for the staff to get used to. Unfortunately, a long-term staff member retired and the senior in the team was offered a position outside the Council, therefore two vacancies were created. One was filled by a staff member who had been promoted within the team, but clearly that then left another vacancy. Positive news was that the vacancy had now been filled and a new senior officer was due to start in the next few weeks. The Head of Wellbeing reminded the Committee that last financial year also saw the Occupational Therapy company that was used going into administration. This was a critical element of the DFG process and was essential to the successful delivery of DFGs. The team had however successfully secured the services of an Occupational Therapist who previously worked at the company and was very familiar with the local area, therefore works could again proceed.

In response to a further question regarding the process for DFGs, the Head of Wellbeing advised that Sam Taylor, Housing Assistance, Health, and Leisure Service Manager would give a presentation at a future meeting setting out more detail on the service and the role of Staffordshire County Council.

Item 7.2 – Complete Community Wellbeing Strategy

In response to a Member question concerning the Strategy, the Head of Wellbeing reported that this was behind partly due to the time taken on the procurement of leisure services. She advised that whilst there was a pause on the document, work was continuing in the background a draft was ready to go through the reporting process.

Item 7.12 - % Households Had a Positive Outcome and Secured Accommodation for 6+ Months

In response to a Member question concerning the drop in figures, the Head of Wellbeing reported that the 39% target was the national figure and the Council were in a better position than nationally. The reason for the slight dip in figure in Cannock Chase was because of the increase in support needs from people who were presenting to the service.

Item 7.5 – Tree Management

A Member referred to tree management and asked about the delay in health and safety tree inspections and public safety.

The Head of Operations referred to the risk rating and advised that due to the large scale of inspections it would take around 2-3 years to reduce the rating. He advised that there would be an accelerated programme to check the trees that were considered a 'red' risk and this would take place over the next 6 months.

Item 7.10 – Operations – Waste and Recycling

In response to a question from a Member concerning the rate of enforcement for fly tipping, the Head of Operations advised that to undertake successful prosecutions for fly tipping, evidence was needed such as a letter with the owner's address. He advised that when the operatives go out to visit sites where fly tipping has occurred, they understand the need to see if there is any evidence, and if they find any, contact would be made with the Environmental Protection team. However, in most cases there was only a 5-10% chance that something would be found.

The Streetscene Manager reported that some group work was undertaken, and it was found that there were 482 incidents reported last year across Cannock. In comparison to other areas in Staffordshire, Cannock's incidents were the lowest. Whilst it was the lowest reported, work was still required to reduce this.

A Member asked what percentage of households in the district did not have a brown bin in comparison to previous years.

The Head of Operations reported that not all households were part of the brown bin scheme. He advised that around 23,000 permits were issued last year and there were around 40-50,000 properties, which was around 50%. However, prior to this the figures for garden waste were 50-60%. He advised that domestic fly tipping was increasing which was where residents were placing items in bins such as bags of clothes.

Item 7.12 – Strategic Housing and Homelessness

A Member asked if it was possible to obtain the figures regarding the percentage of those that presented as homeless from Rugeley in comparison to Cannock. The Head of Wellbeing would see if this data was available.

Members noted the contents of the end of year 2025-26 performance information.

8. Health, Wellbeing & The Community Scrutiny Committee Work Programme 2026-27

Consideration was given to the Report of the Head of Operations, Head of Wellbeing, Head of Regulatory Services and the Head of Wellbeing (Item 8.1 – 8.20).

The Head of Operations presented the proposed Work Programme to Members for 2026-27 and asked Members if they had any topics they wished to review throughout the year.

Housing Allocations Policy

A Member asked on behalf of another Member if the Housing Allocations Policy and medical need/priority could be considered as a topic for review.

The Head of Housing and Corporate Assets reported that a comprehensive response had been emailed to the Member and would meet separately to discuss this.

Support and Equipment for People with Disabilities

A Member referred to the hoist system which had not been in use at the leisure centre for quite a while which was used for those with disabilities. She explained that people were turning up but could not use the pool. She asked about the recording of damaged equipment and also if staff were trained to use the hoist.

The Head of Wellbeing responded and advised a written response would be provided to the specific issues that had been raised. The presentation by Sam Taylor on the monitoring of the leisure contract at the next meeting would be able to pick up how these issues were dealt with as part of the wider monitoring.

Tenants Gardens

A Member asked if there was anything contained within the tenancy agreements whereby tenants were encouraged to maintain their gardens.

The Head of Housing and Corporate Assets advised that there was a clause tenancy agreement around the maintenance of gardens, and the Council could take measures if they were not looked after. The Council would try and help tenants, and a free service was available to vulnerable tenants. The Council could serve a notice, set, and action plan and monitor a tenant through the Neighbourhood Officer. She reported that there were 5000 properties and a stock condition survey was being undertaken. There were currently 3 surveyors visiting homes that could not be accessed, and any matters would be reported to the Neighbourhood Officers.

Mental Health and Wellbeing

A Member asked if it was possible for a working group to be established or any work undertaken to investigate children's mental health. He talked about issues such as anti-social behaviour, accessing relevant support and referrals and reaching out to the community for support.

The Head of Wellbeing reported that mental health services/provision came under the remit of Staffordshire County Council. However, improving mental health was an important outcome of many of the services being delivered by the Council including leisure, wellbeing, community safety, and homelessness.

County Lines

A Member discussed the issues with County Lines and how this was impacting local communities and asked if the Council could undertake any work around this.

Knife crime

A Member asked if this was a topic that could be considered by a working group. Members then discussed this issue in further detail.

The Head of Wellbeing reported that Oliver Greatbatch, the Council's Community Safety and Partnerships Manager worked closely with the Police on a wide range of issues. She suggested that a presentation from Oliver Greatbatch and the Police could be given at the next meeting.

If useful to the Committee this would look at some of the local crime and community safety data and this could inform if there was to be a working group, where the best focus would be based on the evidence. This would likely establish whether it would be appropriate to focus further on either knife crime or County Lines.

Museum and Prince of Wales Theatre

A Member referred to the ongoing discussions and asked that a working group be arranged in the future if needed. It was agreed this would be considered later in the year.

ICB Update

A Member asked if the ICB could be invited to a future meeting to provide an update concerning the MIU.

Cannock Chase Hospital – Minor Injuries Unit/Maternity Services

Members discussed these issues and it was acknowledged that maternity support provided at Cannock Chase Hospital came under the remit of Staffs County Council together with representation for the hospital.

The Committee commented that the ICB had attended a Scrutiny meeting last year and they should be invited back this year.

Work Programme Items for 2026-27

Following discussion, the following Work Programme Items in addition to those contained at Appendix 4 of the document were agreed for 2026-27:

- Presentation - Information on the management and monitoring of the leisure contract - next meeting on 21 September.
- Presentation – Local Crime and Community Safety data discussion around issues within the district with the Community Safety Team and the Police – next meeting on 21 September.
- Invite for the ICB to be extended to attend a future meeting to receive an update on the MIU at Cannock Chase Hospital.

Resolved:

That:

- (A) A presentation would be given around the managing and monitoring of the Leisure Contract at the next meeting on 21 September.
- (B) A presentation would be given by the Community Safety Team and the Police around crime data with a focus on issues within the district at the next meeting on 21 September.
- (C) An invite would be extended to the ICB to attend a future meeting to provide an update on the MIU at Cannock Chase Hospital.

The meeting closed at 7:30pm

Chair

Priority Delivery Plan for 2026-27

Priority 2 – Health and Wellbeing

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 4
Ref No	Action		
HW1	Work with our new leisure provider to attract more people to use and enjoy our leisure centres		
HW2	Understand aspirations of new administration in relation to the museum and whether the possibility of a Community Asset Transfer should be explored		
HW3	Specification drawn up and issued for procurement for the Golf Course Irrigation System. Evaluation of responses to the procurement of the Golf Course Irrigation System		
HW4	Ensure smooth transition of Wellbeing Team into the Council		

Work in progress but behind schedule			Total: 1
Ref No	Action		
HW3	Appointment of architects for Padel waiting for contracts to be completed		

Actions due but not started			Total: 0
Ref No	Action		
-	-		

TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 5
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Priority 2 - Health and Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Work with our new leisure provider to attract more people to use and enjoy our leisure centres (HW1)	Support the new operator through mobilisation and contract launch with timely guidance, coordination of enquiries and issue resolution to ensure a smooth transition.	X				Mobilisation completed successfully, leisure members transitioned and supported with system/product issues as they arose. Clarification around authority/operator responsibilities established with operational staff.	
	Establish joint working arrangements between the Council's Wellbeing team and the leisure provider to strengthen GP referral pathways into appropriate physical activity and wellbeing services		X				
	Community Wellbeing Strategy shared with leisure operator, influencing their ongoing development and delivery of targeted outreach programmes aimed at increasing participation and engagement of underrepresented groups.		X				
Explore Community Asset Transfer of the Museum of Cannock Chase (HW2)	Understand aspirations of new administration in relation to the museum and whether the possibility of a Community Asset Transfer should be explored.	X				New administration keen to pursue asset transfer	
	Council to scope their requirements for a successful Community Asset Transfer of the Museum of Cannock Chase.			X			
	Decision on whether a Community Asset Transfer of the Museum is feasible.				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Deliver capital investment in our Leisure Centres to enhance existing facilities (HW3)	Specification drawn up and issued for procurement for the Golf Course Irrigation System. Evaluation of responses to the procurement of the Golf Course Irrigation System.	X				Completed and preferred provider for the works identified.	✓
	Contract Award for Golf Course Irrigation System.		X				
	Golf Course Irrigation Start on Site.			X			
	Completion of Golf Course Irrigation System and handover to Everyone Active.				X		
	Completion of capital works to Chase and Rugeley Leisure Centres.		X				
	Appointment of Architects to design Padel Courts at Chase Leisure Centre.	X				Specification for architects complete, architects identified. Delay in signing contract which will fall into quarter 2.	▲
	Get necessary permissions for Padel Courts and procure provider to build courts.			X			
	Completion of Padel Courts.				X		
Integrate the Wellbeing Team into the Council and deliver wellbeing support to our residents, working with our new leisure services provider (HW4)	Ensure smooth transition of Wellbeing Team into the Council.	X				Staff successfully moved into the Council and programme delivery continued without any concerns.	✓
	Explore opportunities for the Wellbeing Team to add value to the work of the council.		X				
	Ensure work of Wellbeing Team is integrated with the work of Everyone Active, the new Leisure Provider.			X			

Priority Delivery Plan for 2026-27

Priority 3 – The Community

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 3
Ref No	Action		
C2	Commence recruitment of Tree Management and Maintenance Teams		
C3	Introduce new weekly food waste collections from April 2026		
C4	Complete actions detailed in the Housing Services Work Plan for 2026/27		

Work in progress but behind schedule			Total: 0
Ref No	Action		
-	-		

Actions due but not started			Total: 0
Ref No	Action		
-	-		

TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 3
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Priority 3 – The Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Improve the Management of our Trees (C2)	Commence recruitment of Tree Management and Maintenance Teams	X				All 5 officers posts across both Councils were put to the market in early June 26, along with 2 Senior Arboriculturist's posts.	
	Interview and recruit successful candidates into teams.		X				
	Begin procurement of outsourced routine health and safety tree inspections.		X				
	Go-Live / Introduction of the joint tree management system.		X				
	Commence outsourced inspections of Red Zone Trees.			X			
Introduce weekly kerbside food waste collections (C3)	Introduce new weekly food waste collections from April 2026	X				Successful introduction of new weekly food waste collections across the district during April 2026 with higher-than-expected yield.	
Deliver the Housing Services Work Plan (C4)	Complete actions detailed in the Housing Services Work Plan for 2026/27.	X	X	X	X	For Q1, 2 actions completed out of 2 due. Full progress report to Cabinet on 20 th August.	
Complete the survey of the Council's housing stock (C5)	Undertake follow-up project to complete surveys on outstanding properties.		X				
	Develop a rolling annual programme for Stock Condition Survey updates on the stock to keep up to date.				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Produce a 30-year business plan setting out investment in and improvements to the stock (C6)	Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.			X			
	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey (including against emerging DHS requirements also).				X		
	Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment.				X		
Install new bathrooms, kitchens, roofs and fences where necessary and affordable (C7)	External Envelope Contract Procurement.			X			
	Internal Upgrade Works (Kitchen, Bathrooms and Adaptations) contract Procurement.			X			
	Develop a rolling programme of planned improvements from SCS data, including new bathrooms, kitchens and external envelope works.				X		
Build 58 new homes, of which 29 will be for Council rent and 29 for sale at the Aelfgar site in Rugeley (C8)	Completion and handover of 29 Council properties.		X				

KPIs for Priority 2 – Health and Wellbeing

Summary of Performance as at Quarter 1

KPIs Achieving or Exceeding Target			Total: 2
Ref No	KPI		
HW8	Community Safety Partnership Hub referrals and case closures within 3 months		
HW9	Number of Disabled Facilities Grants (DFGs) completed		

KPIs not achieving target < 5%			Total:
Ref No	KPI		
-	-		

KPIs not achieving target >5%			Total: 1
Ref No	KPI		
HW6	% households had a positive outcome and secured accommodation for 6 + months		

TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 3
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Priority 2 - Health and Wellbeing

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Leisure, Culture & Heritage									
Annual Report from Leisure Provider setting out the performance of all facilities and the wider wellbeing work they facilitate.	N/A	N/A						Annual	The Operator will work with the Authority during Year 1 of the Contract to develop baseline information on the performance indicators that will be used to set targets for subsequent years of the Contract.
Health and Wellbeing									
Number of residents/cases dealt with by the CAB (HW4)	3,461	N/A Measure only	Pending data from Citizen's Advice					N/A	Contextual information only
Total value of financial outcomes achieved as a result of the Citizen's Advice contract (HW5)	£5,299,134	N/A Measure only	Pending data from Citizen's Advice					N/A	Contextual information only
Strategic Housing, Homelessness and Assistance									
% households had a positive outcome and secured accommodation for 6 + months (HW6)	44%	43%	29%						Team dealing with increase in section 21 notices prior to Renters Reform Act being implemented.

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Rough sleeper count (annual estimate) (HW7)	N/A	New						Annual	
Community Safety Partnership Hub referrals and case closures within 3 months (HW8)	110 referrals 98.75% closed	90% closed within 3 months	26 referrals 100% closed					✓	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.
Number of Disabled Facilities Grants (DFGs) completed (HW9)	58	85	16					✓	The annual target is not profiled evenly across the year. It is typical in grant delivery for peak completion volumes to occur in Q3 and Q4, with a lower outturn in Q1 and Q2. The service is on track to reach its target of 85.

KPIs for Priority 3 – The Community

Summary of Performance as at Quarter 1

KPIs Achieving or Exceeding Target			Total: 9
Ref No	KPI		
C4	% collections completed first time		
C6	% Household waste sent for re-use, recycling and composting		
C7	Amount of household residual waste collected per household (Kgs)		
C9	% of due Food Inspections Completed		
C10	% of Houses in Multiple Occupation inspected		
C11	% of appropriate action taken to address Cat 1 hazards identified following Housing Health and Safety Rating System (HHSRS) Assessment		
C12	% response to Environmental Protection service requests		
C13	% of properties with a valid annual landlord Gas Safety Record		
C14	% of properties with a valid Electrical Certificate (within 5 years)		
KPIs not achieving target < 5%			Total: 1
Ref No	KPI		
C5	Number of missed bin collections (including assisted)/100,000/qtr		
KPIs not achieving target >5%			Total: 0
Ref No	KPI		
TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 10

Priority 3 – The Community

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Waste and Recycling									
% collections completed first time (C4)	99.97%	99.90%	99.95%					✓	Q1 % is above target showing continued high performance considering the introduction of weekly food waste collections during Q1.
Number of missed bin collections (including assisted)/100,000/qtr (C5)	27 per 100,000	<40 per 100,000	43 per 100,000					⚠	Q1 figure is slightly above target as it does not include food waste collections which are yet to be factored in.
% Household waste sent for re-use, recycling and composting (C6)	35.70%	45%	45.39%					✓	Q1% has exceeded the 26/27 target following the introduction of food waste collections.
Amount of household residual waste collected per household (Kgs) (C7)	482.94 kgs	<480kg or 120kg / quarter	105.70 kgs					✓	Kg's collected within CCDC target. Lower residual waste collected due to introduction of food waste collections.
Amount of food waste collected (tons) (C8)	N/A	NEW	694					N/A	Target to be determined during first year of introduction.

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Regulatory Services									
% of due Food Inspections Completed (C9)	100%	100%	96%					✓	The 4% shortfall equates to just 3 low risk premises.
% of Houses in Multiple Occupation inspected (C10)	100%	100%	100%					✓	
% of appropriate action taken to address Cat 1 hazards identified following Housing Health and Safety Rating System (HHSRS) Assessment (C11)	N/A new indicator	100%	100%					✓	
% response to Environmental Protection service requests (C12)	93%	95%	95%					✓	
Council Housing									
% of properties with a valid annual landlord Gas Safety Record (C13)	100%	100%	100%					✓	
% of properties with a valid Electrical Certificate (within 5 years) (C14)	100%	100%	100%					✓	
Proportion of homes that do not meet the Decent Homes Standard at year end (C15)	19.91%	23%						Annual	

Housing Services - Quarter 1 Performance Report 2026/27

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To advise Members on the progress of the Housing Services Work Plan and performance at the end of the first quarter of 2026-27.

2 Recommendations

- 2.1 To note:
- i) the contents of the 2026/27 Housing Services Work Plan and revised Key Performance Indicators.
 - ii) the progress at the end of the first quarter relating to the delivery of the Housing Services Work Plan as detailed at Appendix 1 and the performance information set out at Appendix 2.

Reasons for Recommendations

- 2.2 The performance information allows Cabinet to monitor progress in delivery of the Housing Services' priorities and operational services.

3 Key Issues

- 3.1 A Housing Services Improvement Plan (HSIP) was approved by Cabinet on 24 April 2025 and Quarter 4 2025/26 performance reported on 16 July 2026. The majority of actions were completed, therefore a new Work Plan* has been developed to supersede the HSIP and a revised set of performance indicators to accompany the plan have also been established. These are designed to focus on key strategic and operational priorities for Housing Services.

*The Work Plan is still subject to approval by Leadership Team.

- 3.2 The revised collection of KPIs has been considered by the Housing Board and met their requirements for assurance. The Work Plan and KPI Performance will also be reported to Housing Board each quarter.
- 3.3 No projects were due for completion at the end of Q1; however, progress is underway on the majority of actions under each project. Progress in delivering the Work Plan is summarised in section 5 of the report and set out in detail in Appendix 1.
- 3.4 With regard to the operational performance of the key areas of Housing Services, 82% of targets are on schedule to be met or exceeded. Further details can be found at 5.5 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The Work Plan sets out key strategic and operational projects which support the delivery of Housing Services' priorities and contributes directly to the Corporate Priority 3:

Priority 3 - The Community: Improve the housing offer across the District.

The provision of good quality housing in the public sector is a priority for the Council and there is a commitment to achieve this by managing our Council homes efficiently and effectively.

5 Report Detail

Background

- 5.1 The Housing Services Work Plan (HSWP) set out in Appendix 1 to this report is the plan setting out how Housing Services will achieve progress against its strategic objectives; this plan establishes the actions and timetable for delivery that are the basis for Housing Services' main work programme which feeds into the Council's performance reporting framework.

The Work Plan is subject to approval by Leadership Team as it will be aligned with the Corporate PDP monitoring to ensure minimal duplication in the reporting of Housing Services actions and KPIs and maintain effective oversight and assurance for Cabinet and Housing Board.

- 5.2 In addition to the HSWP, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

Housing Services Work Plan (HSWP)

- 5.3 A commentary on performance/progress and a rating for each of the 69 actions assigned to 18 projects is set out in the HSWP in Appendix 1. A summary of progress, by rating, is given in the table below.

Table 1: Summary of progress in delivery of key projects/actions for Quarter 1

Quarter	Action completed	Action - Work in progress	Action - Progress behind schedule	Total Number of Actions due	Projects completed
1	2	33	0	2	0
2					
3					
4					
Total at Q1	2	33	0	2	0

- 5.4 At the end of quarter 1, no projects were due for completion and only 2 actions were due by Q1 end.

- 2 actions out of 2 due were completed.
- 33 actions are work in progress for future quarters.
- 0 actions or projects are behind schedule.

The majority of the actions (and therefore projects) planned for 2026/27 are due to be completed later in the year and into 2027/28.

Updates on the actions are set out in Appendix 1.

Key Performance Indicators (KPIs)

- 5.5 In addition to the HSWP, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for Housing Services are set out in Appendix 2 and are summarised in Table 2:

Table 2 - Summary of key performance indicators for Quarter 1

Quarter	Green	Amber	Red	N/A	Total Number of KPIs
	Performance on target (met or exceeded at year end)	Performance < 5% below target	Performance > 5% below target	Reported Annually / Measure only	
1	18	0	4	6	28
2					
3					
4					
TOTAL (as at Q1)	18 (82%)	0 (0%)	4 (18%)	6	28

- 5.6 Of the 28 indicators due to be reported on in quarter 1:

- 18 indicators show performance on or above target (82%)
- 4 indicators show performance below target (18%)
- 6 indicators are measure only.

The reasons for underperformance and the corrective action to be taken is set out in Appendix 2.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. If any of the actions require any additional funding to complete these will be the subject of a separate report.

6.2 Legal

The Public Sector Equality Duty also needs to be upheld and evidenced along with compliance with the legislative and regulatory standards.

6.3 Human Resources

None.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks Housing Services faces in delivering its priorities. In relation to this report and appendices includes the following risks:

- (i) Failure to meet required housing standards and not being prepared for inspection
- (ii) Health and safety arrangements for properties.

Delivering actions within the Housing Services Work Plan and monitoring KPIs are control measures to contribute towards addressing these risks.

6.5 Equalities and Diversity

Equality and diversity matters are addressed in individual areas and by undertaking equality impact assessments for projects and programmes of work where this is necessary and appropriate.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Housing Services Work Plan

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer: James Morgan

Telephone Number: 01543 464 381

Report Track: Cabinet: 20/08/26

Key Decision: No

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
Safety and Quality Standard								
1) Work towards a new 30-year business plan for Council Housing								
i) Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.	CF				X			In progress. Savills appointed to assist with the HRA Business Plan review and revision.
ii) Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey (including against emerging DHS requirements also).	CF					X		As above, working with Savills.
iii) Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment	CF					X		Follows i) and ii)
iv) Business plan to be updated on a rolling basis as stock condition data increases.	CF						X	Follows iii)
v) Business plan review to be undertaken on a quarterly basis.	CF/NS						X	Follows iv)
vi) Develop and roll out training for housing staff on business plan and assumptions.	CF						X	Follows all above.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
2) Housing stock condition survey and programme for improvements								
i) Undertake follow-up project to complete surveys on outstanding properties.	CH			X				Work underway to complete mop-up of surveys on no access properties. Brought in additional surveyors, at current rate Q2 target achievable.
ii) Develop a rolling programme of planned improvements from SCS data, including new bathrooms, kitchens, roofs and fences where necessary and affordable.	CH					X		Work ongoing, procurements as per below and programme will develop as more SCS data becomes available.
3) Repairs and Maintenance - Revenue and Capital Budgets transfer								
i) Develop strategy for the transfer of current R&M revenue charged work to capital work.	RF / HK	<i>Aligned to budget setting process</i>			X			Preparation to commence when budget setting in Q3. Initial meeting with HPS and HMIT teams.
ii) Develop an auditable form to capture renewable item and reasons for capitalising the work		<i>Explore NEC Forms or alternative electronic forms</i>				X		To follow i) Form to be finalised to data capture individual jobs for audit reference
iii) Identify capital and revenue work through the NEC system and link to CIVICA Finance system implementing control measures to ensure financial compliance		<i>Process to assure Finance Department Team that Financial Regulations are being adhered to.</i>				X		To follow i) - HMIT now tasked to build into the NEC system - Finance Team to be included at latter stages for financial regulation compliance

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
4) HRA Compliance and Governance arrangements for housing assets and resident data.								
i) Complete entry of Tenant Profile Survey data and ensure information is utilised in BAU and as part of service delivery planning. Embed questions in housing application. Develop plan for rolling programme of surveying to maximise tenant information held.	LT					X		Casual Data Entry Assistant now in post to carry out and complete data entry. Looking at NEC to embed questions into housing application process.
ii) NEC Housing Information System to be further developed to ensure all Building Safety testing and monitoring data is collected	LT / CH						X	Testing has been carried out in the test database ready for build into Live database – still on target.
iii) External Third-Party independent assurance to be sought on Building safety compliance performance. 10% audit of Gas Safety inspections and Electrical Inspection Condition Reports.	CH					X		Follows other procurements, see 5)
iv) Develop HRA Asset Management Strategy - once SCS completed.	CH						X	Follows project 2) Housing stock condition survey and programme for improvements
v) Establish 'Building Safety Team' and meeting regime.	CH			X				On track for first meeting in September 2026.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
5) Housing Property Services Procurements								
i) Fire Precaution Contract	CH				X			In Progress – determining framework and standard form of contract.
ii) Asbestos Abatement (Removals)	CH						X	Follows other procurements
iii) FRA Contract	CH						X	Obtaining quotations for a year to ensure service continuity.
iv) Lift Consultant	CH			X				Follows other procurements
v) Lift Servicing Contract	CH				X			Follows after iv)
vi) Building Safety Audits	CH					X		Follows other procurements
vii) Legionella Risk Assessments (LRA)	CH						X	Obtaining quotations for a year to ensure service continuity.
viii) Lightning Protection	CH						X	Follows other procurements
ix) Roller Shutter Servicing	CH						X	Obtaining quotations for a year to ensure service continuity.
x) External Envelope	CH				X			Draft Specification being reviewed.
xi) Occupational Therapist Services	CH				X			Draft sourcing strategy, Specification and pricing document in place.
xii) Internal Upgrade Works (Kitchen, Bathrooms and Adaptations)	CH					X		Draft sourcing strategy to be reviewed.
xiii) Asbestos Surveys	CH						X	Obtaining quotations for a year to ensure service continuity for additional provider due to poor performance and industry surveyor shortage affecting current incumbent.
xiv) Warden Call system at Schemes	CH		X					Procurement Complete – delivery underway.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
Transparency, Influence and Accountability Standard								
6) Resident Engagement Strategy Delivery and Refresh								
i) Delivery of remaining 2024-27 strategy actions	LT					X		Work in progress on remaining actions, such as increasing involved groups and better recording and promoting outcomes for tenants.
ii) Prepare and produce a new Resident Engagement Strategy with full tenant consultation.	LT						X	Work will commence towards end of 2026/27.
7) Housing Services Complaints Policy and Procedure								
i) Ensure new draft policy is compliant further to Housing Ombudsman Service (HOS) review. Submit to HOS for approval.	LT		X					Completed. Policy approved by HOS and now in operation.
ii) Roll out new procedure for Housing Services (including Corporate input into delivery)	LT			X				Procedure developed and being rolled out during Q2.
Neighbourhood and Community Standard								
8) Grounds Maintenance Contract (with Parks and Open Spaces)								
i) Review of HRA budget v Internal Services costs against new specification.	HC/ BW/ LB/PJ			X				Looking at resources and logistics, to determine if the Internal POS Team can meet the specification.
ii) Mobilisation and transition	HC/ BW/ LB/PJ					X		To follow review.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
iii) Service delivery approach (by workstream) Leaseholder charges, general needs blocks and Sheltered schemes review	HC/ BW/ LB/PJ						X	To follow transition.
iv) Performance management, monitoring and reporting and Resident and stakeholder communications.	HC/ BW/ LB/PJ						X	To follow once new contract in place.
9) Integrated Communal Cleaning contract with Empty Property cleansing service								
i) Moderation and award of contract	RF/ HC					X		Contract currently live for tender.
ii) Mobilisation and transition	RF/ HC					X		To follow award.
iii) Performance management, monitoring and reporting and Resident and stakeholder communications	HC/BW						X	To follow once new service in place.
Rent Standard								
10) Rent Standard Compliance								
i) Policy updated & governance approval	HC					X		Draft Rent Standard Compliance & Rent Convergence Delivery Plan (2027/28–2028/29). Change Rent Policy for 2026 and beyond.
ii) Data quality validation check and baseline formula rent	HC /HK			X				Full stock validation being done; correct tenure/exemption flags; baseline formula rent refresh and gap analysis.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
iii) Systems configuration & parameter controls for risk mitigation	HC/RC			X				Work started to: Configure rent engine; automated validations; reconciliations; documented controls and test scenarios; then update procedures.
iv) Tenant communications and priorities	HC/SR/PR & COMMS					X		To follow above
v) Assurance & reporting and annual rent timetable.	HC/HK					X		To follow above
11) Service Charges								
i) Alignment of Independent Living Schemes Service Charges / Management Charges	HC/BW					X		Work to commence later in 26/27.
ii) De-pooling of General Needs rent and Services Charges	HC						X	Work to commence later in 26/27.
Tenancy Standard								
12) Tenancy Standard Compliance								
i) Review of external management agreements.	HC						X	Work to commence later in 26/27.
ii) Development of new temporary accommodation	HC/HS					X		Work to commence later in 26/27. Discussions ongoing with Housing Options and Homelessness team.
Cross-cutting								
13) Inspection Preparation								
i) Procure Critical Friend	LT			X				Critical Friend procurement almost complete, preparatory work started.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
ii) Action Plan following Self-Assessment	LT				X			Follows completion of Critical Friend work.
iii) General Prep - Document Collation - Planning, team resources identified. - Horizon scan, keep track of inspection findings and themes, network with others.	LT	Ongoing	X	X	X	X	X	Document collation in progress and work with Critical Friend will further inform preparation.
14) Compliance Procedures								
i) Procedures for: Asbestos, Building Safety, Electrical, Fire Safety, Gas Safety and Heating, Water hygiene (Legionella), Lifting Equipment and Damp and Mould to be developed.	CH / RF					X		All procedures currently being drafted.
ii) Section 20 Consultation Procedure	CH				X			1st draft in progress
iii) Over-arching Housing Services Access Procedure to be produced.	CH / HC / RF					X		Background discussions held to prepare for formulation.
15) Housing System maximisation								
i) Go Mobile/Console utilisation or replace	LT / RF					X		Officer seconded from July to focus on the module for a 6 month period. A decision will then be made to either continue to use or replace.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
								Final operative tablets to be rolled out and all trades on electronic work orders and drip feed of jobs, will improve current situation.
ii) Resources review (system capabilities not staffing)	LT					X		Interim HMIT Team Leader working through modules with Managers and business cases on way forward as necessary.
iii) Asset Management business case	LT / CH					X		Work to start later in year. HPS to work with HMIT to identify all issues with the assets module. When done, NEC have suggested a Health check later in the year.
iv) HALO (Helpdesk system)	LT			X				Work progressing - due to go live by end of July.
v) Business Objects Business Case - NEC Analytics / PowerBI	LT			X				Hybrid model adopted of basic reports delivered by NEC business reporting and complex reports by Power BI. Reports currently being built into the system.
vi) Housing Services structure - HMIT	LT					X		To be reviewed when HALO system is established and work stream can be effectively monitored.
vii) NEC contract renewal decision	LT						X	Review in 27/28

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
16) Independent Living Scheme Accommodation Review								
i) Appoint consultant to undertake review.	GS			X				Tender completed and waiver obtained to appoint consultant.
ii) Review completed, with final report and Delivery Action Plans provided.	GS					X		To follow once review undertaken.
iii) Work commences on Delivery Action Plans content.	NS					X	X	Follows ii)
17) Delivery of new Build Programme in Rugeley								
i) Completion and handover of 29 Council properties	LT			X				On target for completion and handover by end of Q2.
ii) Snagging, 12 month defects and Open space establishment periods, continued liaison with developer to ensure full delivery of scheme and requirements.	LT						X	To follow on 12 months on completion. Ongoing liaison with developer and POS team.
18) Housing Policies								
i) A number of Housing Policies are due for review/renewal, they are contained within a Policy Tracker document for Housing Services, included as a priority for 2026/27: - Aids and adaptations - Delivery of DFG Works to Council Housing Policy (& Procedure) - Right to Buy Policy	LT / CH / HC / RF					X	X	Work started on a few, plus easy reads in development. Policy, Performance and Complaints Officer now in post to assist.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
• Disrepair - Procedure and Process • Housing Vehicle Policy Inc. Tracking, Use of Company Vehicle and Use of Private Vehicle • Garage Management Policy • Tools Policy • Decant Policy • Housing Asset Management Strategy • Easy Read Policies								

Progress Key

Green = Progress on target (action completed on target in quarter)

Amber = Work in progress (to be used when work has started to complete an action due in a future quarter)

Red = Progress behind schedule (action not completed in full by the end of the quarter in which it is due)

KPIs for Housing Services

Description/Key	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
Performance on target or above	18				
Performance < 5% below target	0				
Performance > 5% below target	4				
Reported Annually / Not Applicable	6				
TOTAL	28				

N.B. Further to advice sought from Housemark on KPI recording and presentation slight changes have been made to the Housing Services KPIs this year. They are now colour coded rather than symbols, and the number of levels reduced from 4 to 3, removing 'exceeding target' and combining with 'on target or above'.

Each quarter figure will be colour coded so will clearly show where performance sits. A benchmark figure is also included to show comparatively how we perform – see footnote, these will be updated periodically with the latest available.

Benchmark

a = Housemark 25/26 annual median b = Housemark Monthly Pulse median (average of) c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Housing Repairs								
% emergency repairs completed in timescales	100%	100%	100%				96.10% ^a	
% of non-emergency repairs completed in timescales	75.60%	80.00%	49.39%				88.70% ^a	There has been a 45% increase in Priority 1's reported in Q1 significantly impacting on the resources available to undertake non-emergency repairs. The introduction of Awaabs Law has impacted on the number of P1's - a budget request has been submitted to cope with the increase in damp and mould repairs and the adherence to the timescales. There has also been an increase in dis-repair claims which has had an impact, taking resources away. Additional resources have been dedicated to clearing the backlog of fencing repairs – this has impacted on the % of repairs completion timescales.
Satisfaction with most recent repair (transactional survey) (%)	85%	85%	88%				89% ^a	Q1 may be revised in due course, only limited return on June surveys available to include at time of reporting.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Damp and Mould								
New significant damp and mould hazards reported per 1,000 properties	64	N/A	89.75				83 ^b	Difficult to target this early following introduction of Awaab's Law requirements, still gauging and depends on incoming cases. The 25/26 year end was only for the 6 month period from Oct 25 when Awaab's Law was introduced, reporting is actively promoted to tenants so figure increasing, will stabilise in future.
Percentage of D&M emergency hazards resolved within 24 hours (%)	100%	90%	100%				N/A	No directly comparable benchmark data available for this indicator. Housemark indicator is all emergency hazards, not just D&M.
Percentage of significant damp and mould hazards investigated within 10 working days (%)	74%	90%	49.37%				92% ^b	All reported cases for damp and mould are attended through the D1 priority and those cases that are classed as more significant are triaged to a D2 priority for further investigation under the 10 day timescale (so no properties are missed). Factors impacting this figure are: This figure includes no access, whereby we have attended in the 10 days but were denied access – True attendance figure would be 62.03%.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
								As with general repairs, we are looking to now: • Roll out tablets which will enable real-time repairs reporting moving forward. • Report/monitor internally on carded and non-carded to show the impact. • We will be testing NEC's new dynamic scheduler – this will allow better appointment allocation.
Building Safety/Decency								
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%				99.93% ^a	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%				99.28% ^a	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%				100% ^a	
% of buildings that have a current Legionella risk assessment	100%	100%	100%				100% ^a	

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
% of buildings that have a current Fire risk assessment	100%	100%	100%				100% ^a	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out. (%)	100%	100%	100%				100% ^a	
Proportion of homes that do not meet the Decent Homes Standard at year end. (%)	19.91%	23.00%					3.64% ^c	Measure only - Annual figure. The improved stock condition data we now have has identified properties that require repair or upgrade works to windows and doors, roofs, external walls and boilers during 2026/27. There were no serious Category 1 hazards identified with higher potential effects on the health and safety of occupants. Works are being programmed in to ensure completion of these repairs/upgrades and start to reduce the figure at year end. The target is amended to reflect a projected increase, with further data to be received, but 2027/28 will see significantly more works and the figure will reduce substantially.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Housing Management								
Housing Applications Processed within 28 days (%)	99.7%	99.5%	100%				N/A	Benchmark data not available for this indicator.
Number of Housing Applicants on the Housing Register	930	N/A	960				N/A	Benchmark data not applicable to this indicator.
% of dwellings that are vacant and available for let (at period end)	0.44%	0.66%	0.56%				0.62% ^a	Measure only. Equates to 21 properties at year end 25/26. At Q1 26/27 end there were 28 properties. (Target of 0.66% equates to approx. 33 properties, dependent on stock movement, i.e. RTB sales, new build handovers)
Average re-let time for Standard Voids (calendar days)	31.10	30.00	21.93				41.00 ^a	
Average re-let time for Major Works Voids (calendar days)	90.62	75.00	57.29				99.39 ^a	

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Satisfaction with allocations and lettings process (transactional survey) (%)	90%	95%	70%				N/A	Benchmark data not available for this indicator. Survey returns will be analysed to identify the reason(s) for the decrease in satisfaction and any common issues to be addressed and improvements implemented to ensure satisfaction increases in future quarters.
Rent (current and former tenants) collected as proportion of rent due (%)	100.27 %	100%	100.33 %				99.93% ^a	
Rent loss due to voids (£)	£279,683	£215k	£68,700				N/A	Measure only. Benchmark data not available for this indicator. Profiled Q1 target is £53,750, therefore over target at Q1, lower pro rata compared to year end last year. Longer term voids are still being returned which contributed to higher rent loss, going forward shorter term voids will contribute lower rent loss and we would expect to see a drop in future quarters to bring down to target by year end.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year	24.65	N/A	8.81				35.15 ^a	Measure only.
Number of ASB cases which involve hate incidents.	0.20	N/A	0.00				0.70 ^a	Measure only.
Housing Complaints								
Stage one complaints received per 1,000 homes during the reporting year.	10.04	N/A	4.40				55.90 ^a	Measure only.
Proportion of Stage one complaints responded to within 10 days (%)	100%	95%	100%				94% ^a	Volume and complexity are increasing, so slight target reduction due to anticipated slippage.
Stage two complaints received per 1,000 homes during the reporting year.	2.81	N/A	0.80				11.40 ^a	Measure only.
Proportion of Stage two complaints responded to within 20 days (%)	100%	95%	100%				94% ^a	Volume and complexity are increasing, so target has been amended to reflect the anticipated impact this will have.
Staffing								
Working days lost to sickness absence (%)	3.89%	4.50%	3.49%				3.82% ^b	All absences are being robustly case managed through HR policies and procedures.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25