

Report to: Housing Review Board



Date of Meeting 13<sup>th</sup> November 2025

Document classification: Part A Public Document

Exemption applied: None

Review date for release NA

## Housing Performance Report – Property & Assets – Q2 2025/26

### Report summary:

The following report outlines the Property & Assets (P & A) element of the Housing Service's performance through quarter two of FY 2025/26. The report covers the Repairs, Compliance and Planned Works functions within P & A.

### Is the proposed decision in accordance with:

Budget Yes  No

Policy Framework Yes  No

### Recommendation:

The Housing Review Board receives the report and our performance at end of quarter two, 2025/26.

### Reason for recommendation:

To ensure the Housing Review Board have assurance around service delivery, performance and compliance with our health & safety responsibilities for P & A. To enable the Board to scrutinise and challenge the performance of the housing service.

Officer: Nathan Muggeridge, Corporate Lead for Property & Assets

### Portfolio(s) (check which apply):

- Assets and Economy
- Communications and Democracy
- Council, Corporate and External Engagement
- Culture, Leisure, Sport and Tourism
- Environment - Nature and Climate
- Environment - Operational
- Finance
- Place, Infrastructure and Strategic Planning
- Sustainable Homes and Communities

**Equalities impact** Low Impact The report is for noting and is not recommending any significant policy changes.

**Climate change** Low Impact The report is for noting and is not recommending any significant policy changes.

**Risk:** Low Risk; The report is for noting and is not recommending any significant policy changes. However, it is acknowledged that future reports do need to identify the significant risks being managed by the P&A team.

**Links to background information NA**

Link to [Council Plan](#)

Priorities (check which apply)

- A supported and engaged community
- Carbon neutrality and ecological recovery
- Resilient economy that supports local business
- Financially secure and improving quality of services

## Housing Performance Report – Property & Assets – Q2 2025/26

### Background / Context

1. This report presents an overview of P & A’s performance during the second quarter of 2025/26 (e.g. July to September). The performance measures reported here support our governance responsibilities under the Regulator of Social Housing’s Consumer Standards, particularly in relation to repairs, compliance and planned works. Regular performance reporting to the Housing Review Board ensures oversight is maintained and enables timely scrutiny and challenge, as expected under the regulatory framework.
2. Targets are set annually and are our benchmark for where we would like our performance to be. Top Quartiles are the benchmark figures from Housemark, which tells us whether we are in the top 25% of best performing landlords

### Tenant Satisfaction Measures

3. There are some green shoots of recovery in the quarter two Tenant Satisfaction Measure (TSM) report for repairs, where performance has improved by an average of 15% compared to the same time last year. This is a positive outcome, and we are pleased with our journey and trajectory. At the same time, we recognise further improvement is required. An Action Plan has been created to focus these improvements and solution in the areas relating to Property and Asset’s service to customers. Table 1 below summarises how the proposed solutions will address the root cause for the TSM results.

*Table 1. Summary of the Q2 TSM results relating to Repair, root cause for the issues and details of ongoing solution.*

Customer Feedback	Root Cause	Solution
Many tenants reported waiting weeks or months for repairs, with some jobs left unfinished or inadequately completed.	<ul style="list-style-type: none"> <li>• Current reporting performance framework does not track delivery of all jobs (e.g. minor works and planned)</li> <li>• The delivery timescales where multiple jobs are required are not being measured correctly.</li> <li>• Ongoing integration errors between OneHousing and supplier’s system.</li> </ul>	<ul style="list-style-type: none"> <li>• New repairs process is being implemented as part of the preparation for Awaab’s law.</li> <li>• The metrics “% of repairs completed in target” is being modified to cover multiple jobs.</li> <li>• Work is ongoing to resolve the integration errors between EDDC and the supplier’s systems. Further updates will be provided.</li> <li>• Implementation of Voicescape will enable customer satisfaction to be</li> </ul>

Customer Feedback	Root Cause	Solution
	<ul style="list-style-type: none"> <li>No independent system for measuring customers satisfaction at a job level and weekly frequency.</li> </ul>	<p>requested for all jobs and the root cause for any positive and negative feedback to be understood.</p>
<p>Requests for repairs sometimes “disappear” from the system, and tenants feel they have to chase for updates.</p>	<ul style="list-style-type: none"> <li>A review of the repairs process has identified several “Dead ends” which relating to how jobs are abandoned, and no next steps have been agreed between EDDC and the supplier.</li> </ul>	<ul style="list-style-type: none"> <li>The new repairs process includes for the prevention of suppliers abandoning jobs without approval from EDDC. Where required, this will ensure next steps will be agreed (e.g. raising of additional workorders). The number of abandoned jobs is being monitored weekly.</li> </ul>
<p>Some tenants noted that repairs are not completed to a satisfactory standard, leading to recurring problems.</p>	<ul style="list-style-type: none"> <li>The lack of Maintenance Surveyor resources and their inefficient application has result in minimal post inspections being completed.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of sufficient Maintenance Surveyor’s to match demand.</li> <li>Maintenance Surveyor being deployed using a patched based model where the operational areas align with the Housing Officers.</li> <li>New repairs process allows for post inspections for higher value jobs initially.</li> <li>Housing Systems training on the ‘Recall’ process to stop payments if quality issues are identified.</li> </ul>
<p>There is a strong demand for better responsiveness and clearer communication from the Council.</p>	<ul style="list-style-type: none"> <li>The repairs communication from EDDC is reactive and does not allow for any proactive communication.</li> </ul>	<ul style="list-style-type: none"> <li>Evolving the capability of the Repairs Customer Service Team from just reactive customer comms to a blend of reactive and proactive comms.</li> <li>The capability of the new telephone system is being explored to automate some of the call routing. This will create capacity to enable the proactive comms.</li> <li>Scripting is being introduced to ensure a consist and deliverable response to reactive call.</li> <li>Introduction of proactive calls to customers where works has not been delivered within the target timescales.</li> <li>The Planned Works standard Comms plan is starting to be implemented. This will give customers an understanding of</li> </ul>

Customer Feedback	Root Cause	Solution
		when schemes will be completed and updates on progress.

4. In response to the Q2 TSM report, both Ian Williams and Liberty Gas have been requested to provide Service Improvement Plans in line with their contract. These plans will be agreed and the delivery monitored. Further progress update will be provided.
5. The Property & Assets team has made encouraging progress in tackling the underlying causes of historic Tenant Satisfaction Measure (TSM) performance. We know that improvement take time to embed and be felt by the end user, our tenants. So whilst we hope to see continued positive movement in the TSM results as we move through this financial year, we also recognise that some of the benefits of the changes we are implementing may not be visible in these results until we move into the next FY.

### **Awaab's Law**

6. A programme of works is currently being delivered in preparation for the implementation of Awaab's Law, which comes into force on 27 October 2025. The legislation introduces strict timeframes for investigating and resolving customer health-related risks. The programme includes the development of specification, modifications to processes and systems, provision of internal and external training, and the delivery of a communication plan.
7. Good progress continues in aligning our repairs service with Awaab's Law. While historic operational challenges and system limitations may prevent full compliance with statutory timescales from the outset, we are prioritising repairs in line with the person-centred, risk-based Repairs Policy approved at July's HRB. The introduction of new timeframes and metrics may temporarily impact performance as the service adapts to unknown pressures. However, this transition will provide a more accurate reflection of service delivery and support a data-driven approach to improving response times and tenant satisfaction.
8. The biggest risk with Awaab's law is the unknown change in repair call numbers and number of additional Disrepair cases. To mitigate the risk from the increase in calls, all the Technician's in P&A have been trained to take repair calls and will be used to create additional capacity if required. Any additional demand for surveyors will need to be met reactively.

### **Repairs**

9. Figure 1 below shows the quarterly repairs customer service metrics. Repair calls have reduced by 30% compared to the same period last year and reflects the general downward trend. Missed calls and call waiting times have reduce by 75% and 67% respectively between Q1 and Q2 this year. This is due to the new telephony system removing the introductory message and allowing customers calls to be answered quicker.

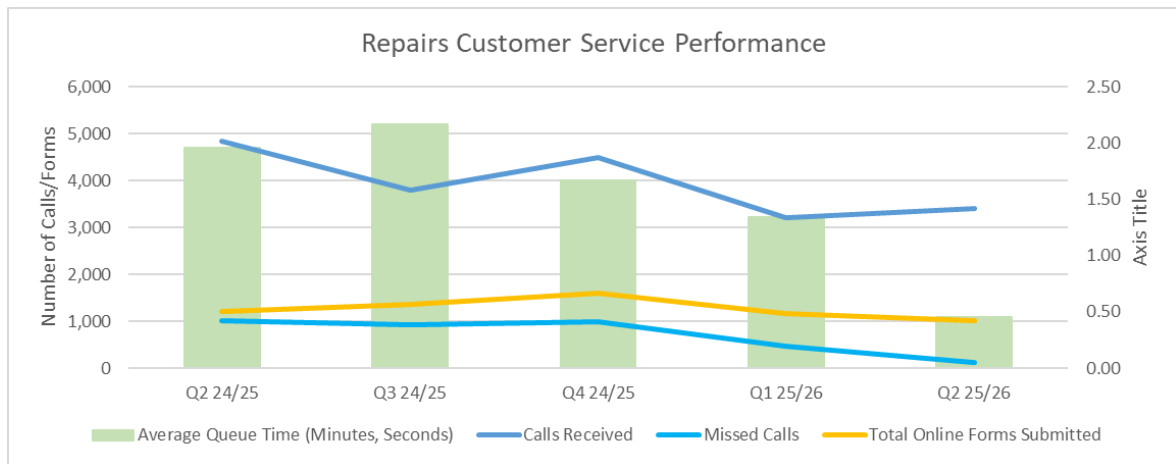


Figure 1. Repairs Call Centre Metrics

10. Figure 2 below shows both the percentage of repairs completed in the target timescales and the Q2 25/26 has seen a further improvement in this metric. This improvement has occurred through the resolution of the historic repairs, weekly checks of the data between OneHousing and IW's, and changes to the repairs process. Further works is still required to resolve the ongoing interface problems between OneHousing and our supplier's systems. Once resolved, we would expect to see a further improvement in this metric.

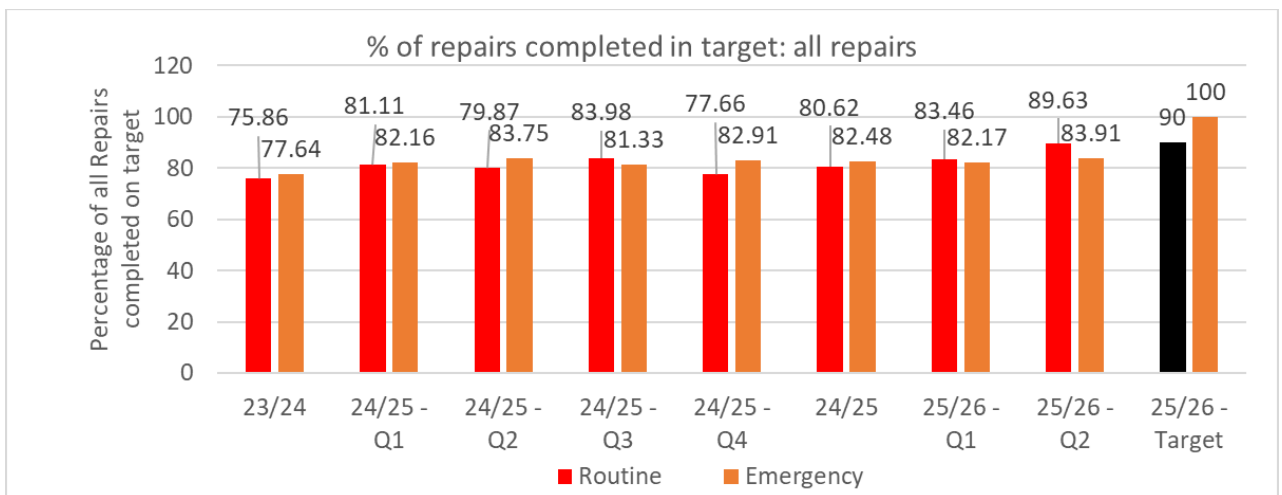


Figure 2. Percentage of repairs completed in target.

11. As we implement the new repairs process and align with the requirements of Awaab's Law, including revised timeframes, it is anticipated that performance metrics may temporarily decline. This reflects a more accurate and transparent view of the service being delivered to residents, rather than a reduction in service quality. The team's ability to manage these changes will be closely monitored, and any reactive adjustments will be made to ensure continuity of service. This transition presents an opportunity to adopt a more data-driven approach to service improvement. By better understanding the full customer journey and identifying areas for targeted intervention, we aim to reduce response times and enhance overall customer satisfaction.

12. The Maintenance Survey resource is now increasing with additional resources joining in August and September. The survey process has been redeveloped to ensure a consistent approach, and a professional survey capability is being established. Due to further recruitment, it is anticipated that the Maintenance Survey function will not be operating at capacity until the end of November 25.

13. The lack of Maintenance Surveyor has resulted in the survey backlog increasing from 219 surveys in June 25 to 471 at the end of Q2 25. In recent months we have grown the survey team to 5 FTE's and the remaining position is being recruited. The new survey team are

currently focusing on the very high priorities and will also be undertaking the Complaint surveys moving forward. The patched based operational model is reducing travel times and allow customers to receive a consistent approach.

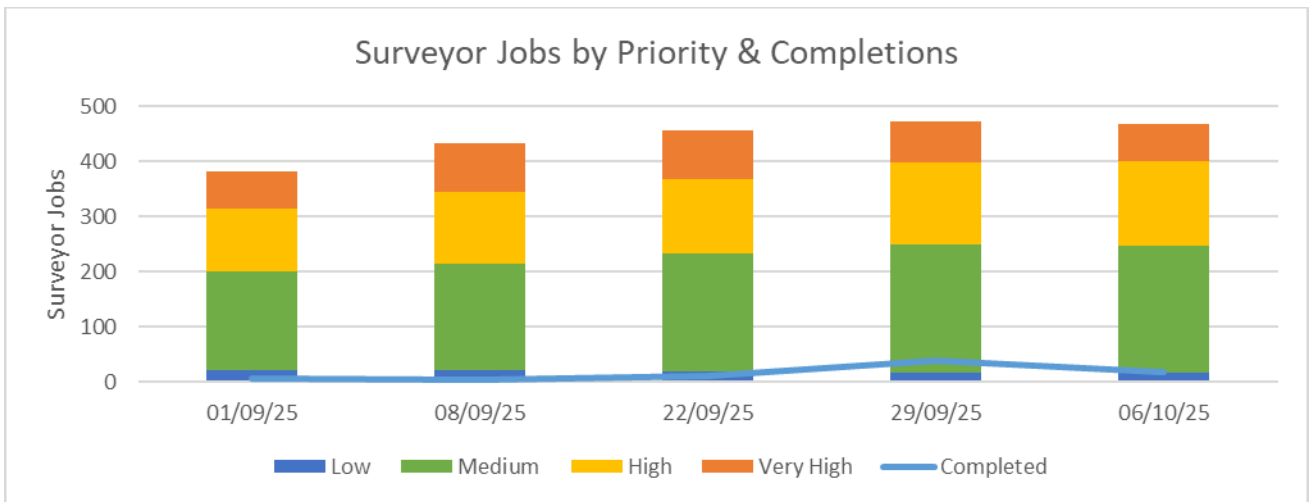


Figure 3. Maintenance Survey backlog by priority

14. Figure 4 shows the number of new disrepair cases has stabilised in recent months, but their a significant backlog of cases that have not been addressed and this has resulted in a high number of cases in breach. The scope of the VOIDS manager now includes the management of Disrepair cases, and the Repairs Admin role has been focused on confirming the status of each case and its next steps. This works has identified the opportunity to close 13 of the 33 breach cases through completion of the post inspections. These inspections are now ongoing. Further focus by P & A is required to address the unsatisfactory position and this may include additional resources to mitigate additional legal expenditure.

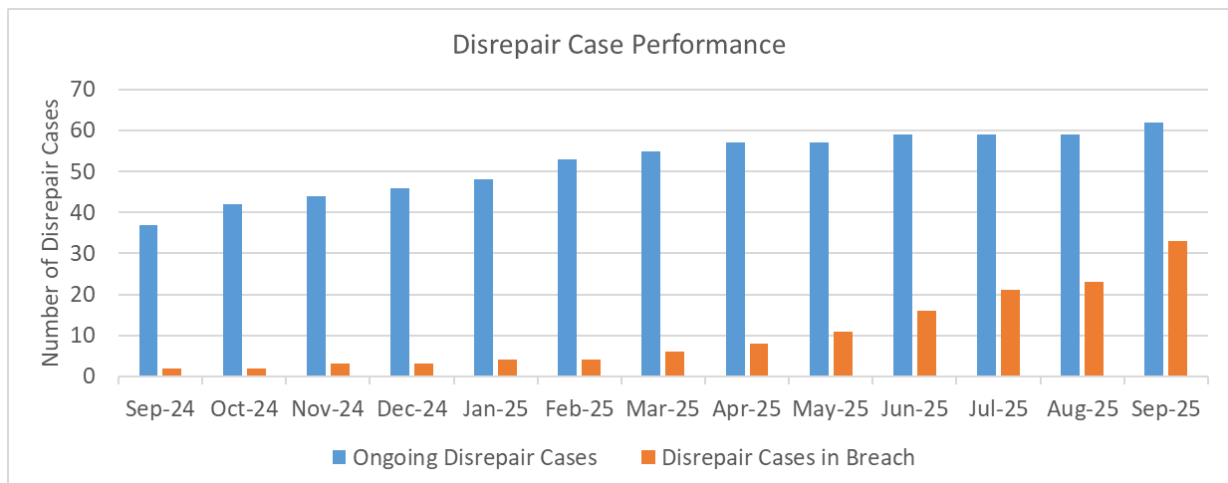


Figure 4. Disrepair case performance

## VOIDS

15. Figure 5 below shows a further reduction in the average number of days to relet a standard VOID property. This performance is positive given it is being delivered by the same team working on the backlog of disrepair claims. There is a risk this short-term standard void times will increase due to the number of VOID increasing from 62 in Q1 to 87 in Q2. This is due to an unusual number of legal cases coming to fruition at one time relating to tenant death and public trustee resolution. The subsequent resource challenge is being mitigate through prioritisation of the VOIDS to focus on the easy wins so to minimise the rent loss.

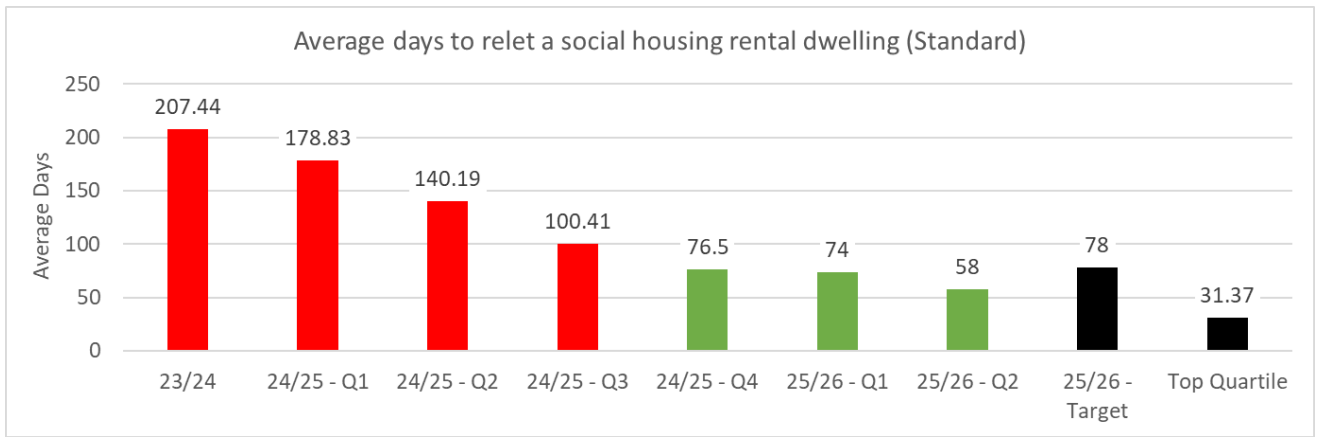


Figure 5. Standard VOIDS performance based on historic average days to relet.

16. The current VOIDS performance metric focuses on standard voids, while the ‘percentage of rent lost through properties becoming vacant’ provides a broader view by capturing the financial impact across all vacant properties. As shown in Figure 6, this figure has been steadily improving and has now reached a stable point. To build on this progress, the VOIDS team is taking a proactive approach to further reduce rent loss and increase HRA revenue. This includes exploring options such as the disposal of properties where completing void works may not be financially viable. Monthly reviews of contributing properties will support timely and informed decision-making, ensuring that appropriate actions are taken to minimise revenue losses and improve overall performance.

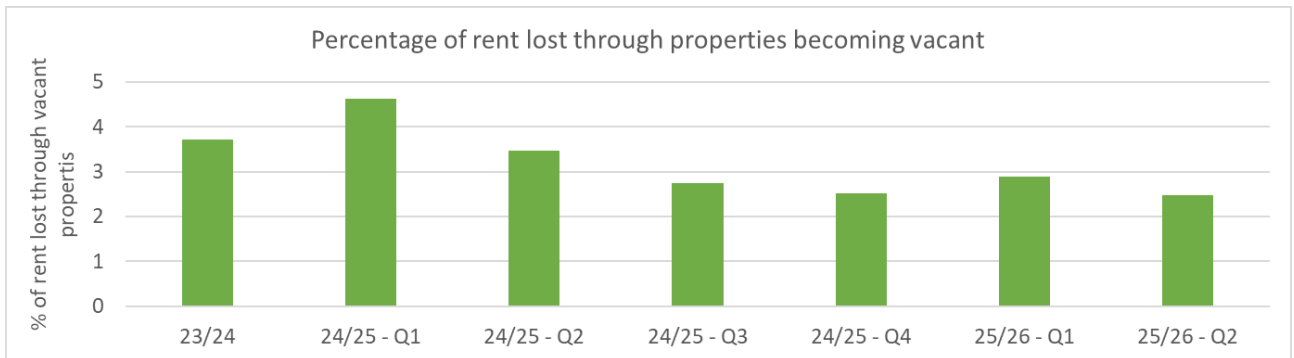


Figure 6. VOID performance based on Percentage loss of rent lost through properties becoming vacant.

## Compliance

17.

18. Table 2 shows 100% compliance across all areas apart from gas: an outstanding gas safety check at Millwey Community Centre has resulted in the 99.9% compliance position. The check was not completed due to the property being structurally unsafe, and therefore closed to the public, and the gas supply will be capped on the 17<sup>th</sup> October.

Table 2. TSM Compliance Performance

Metric	Reported TSM Performance.			
	23/24	24/25	25/26 Q1	25/26 Q2
BS01 - Proportion of homes for which all required gas safety checks have been carried out.	100%	100%	100%	99.94%*
BS02 -Proportion of homes for which all required fire risk assessments have been carried out.	100%	100%	100%	100%
BS03 - Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%	99.25%

Metric	Reported TSM Performance.			
	23/24	24/25	25/26 Q1	25/26 Q2
BS04 - Proportion of homes for which all required legionella risk assessments have been carried out.	100%	100%	100%	100%
BS05 - Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100%	47%	47%	100%

\*Millwey Community Centre is being capped 17-10-25 by Wales & West due to the building being structurally unsafe.

19. **Error! Reference source not found.** below contains the details of the outstanding remedial works identified from the compliance tests and the performance can be summarised by the following:

## 20. Gas

- Increase in remedials due to contractor interface issues. Heating Compliance Surveyor to review job closure process in OneHousing.
- SLA times and reporting methods under review to ensure correct response times.
- **Action:** Ongoing review of job priorities; Liberty have presented a Service Improvement Plan. One outstanding case (>3 months) due to premature job closure; engineers attending on 08/10/2025 to resolve.

## 21. Electrical

- Outstanding remedials: 10 (<3 months), 242 (>3 months), down from 893 in August 2024 due to Electrical Compliance Surveyor's efforts.
- **Action:** Tender a direct 3+1+1 contract with a specialist electrical contractor. ITT documents in progress; working with SWPA to finalise.

## 22. Fire Risk Assessments (FRA)

- No <3 month remedials due to recent FRA dates. 386 >3 month actions relate to passive compartmentation/fire doors.
- **Action:** Tender ready for passive fire remedials; awaiting Assistant Director sign-off. In-house surveyor role being created to support ongoing inspections and reduce costs.

## 23. Water Safety

- Remedials decreasing due to Compliance Surveyor's work. No formal Water Hygiene Contract; works subcontracted via Ian Williams Ltd.
- **Action:** Tender directly to a water hygiene specialist.

## 24. Asbestos

- All the remedials stem from this year's reinspection programme.
- **Action:** Quote request sent to IWS for all remedials.

## 25. Lifts

- All lifts are LOLER compliant. Coastal conditions causing frequent breakdowns; advanced maintenance trial underway.
- **Action:** One lift decommissioned for refurbishment. Long-term plan to tender a new lift contract.

## 26. Radon Gas

- No domestic radon detection programme currently in place.
- **Action:** Tender to be organised for radon gas surveys. Control measures to follow based on results.

Table 3. Summary of the historic compliance remedial works.

Remedial Work Category	Duration since identification	Number of Remedials					
		Aug-24	Nov-24	Jan-25	Apr-25	Jun-25	Sep-25
Overdue Gas* remedials	(<3month)	NA	NA	NA	63	65	107
	(≥3 months)	NA	NA	NA	1	1	1
Overdue Electrical remedials	(< 3 month)	24	6	2	1	2	10
	(≥3 months)	893	555	468	366	301	242
Overdue FRA remedial actions	(<3 months)	42	1	201	0	0	0
	(≥3 months)	405	703	323	426	413	386
Overdue Water Safety remedials	(< 3 months)	2	0	0	0	0	0
	(≥3 months)	NA	306	306	250	250	208
Overdue Asbestos remedials	(< 3 months)	0	0	0	0	50	0
	(≥3 months)	10	92	3	0	0	69
Overdue Lift remedials	(<3 months)	0	0	0	3	3	0
	(≥3 months)	0	0	0	7	9	9

\*Figures from One Housing higher than actual number due to interfacing issues with Liberty Gas Group

27. An internal audit in Fire Safety is currently ongoing by SWAP and will be completed by the end of Q3.

### Planned Works

28. The Planned Works Team have over 30 live projects at varying stages that is summarised in Table 4 below.

Table 4. Summary of the Planned Works activities

Metric	Q1 25/26	Q2 25/26
Total number of planned works referrals	34	79
Awaiting approval or approval preparation	11	12
Awaiting Design	5	4
In design	4	4
Tendering	1	3
Contract awards	4	3
Onsite projects (excluding adaptations)	7	3
Completed projects & in defect period	10	6

29. Planned Works referrals are rising, with 79 submitted by the end of Q2, up from 34 in Q1.

Work is underway to:

- Scope out the required planned works.
- Estimate when it can be delivered.
- Coordinate with Repairs for any urgent actions to keep tenants safe.

30. A standard communication plan has now been introduced for each property with planned works. This follows the RIBA stages, starting with Stage 0, which includes:

- A letter to tenants explaining the planned works and expected timeline.
- An FAQ to help tenants understand the process and what to expect.

31. Stage 0 letters were first sent to tenants at Longdogs Close, Ottery St Mary and Chapel Street, Budleigh, with no negative feedback received. This approach is now being rolled out

to other properties in the programme, and **ward councillors will also receive copies of the letters** going forward.

32. **Case Study - Longdogs Close, Ottery St Mary:** Following a series of customer repair reports and an external survey, the block of 8 flats has been identified as a priority for major planned works. This decision reflects the strengthened collaboration between our Repairs and Planned Works teams, who are working together to deliver a comprehensive upgrade that enhances both safety and comfort for residents. While the building remains structurally sound, the roof covering has reached the end of its serviceable life and will be fully replaced. Additional improvements include new windows, re-rendering of the exterior, and an upgraded door entry system. These works are scheduled for completion in Q2 of 2026/27. To proactively manage the condition of the roof, scaffolding has been erected to allow monthly inspections and ensure gutters remain clear and functional. Residents are being kept informed through our standard communication plan, ensuring transparency and engagement throughout the process.
33. There is no recorded change to our Decent Homes performance position at this time, as we work to finalise data importing into the system from the stock condition survey, and address formerly acknowledged operation gaps which include the recruitment of an additional Stock Condition Surveyor and a review of our HHSRS reporting processes.

### **Resources**

34. Good progress is being made in strengthening its capacity and expertise of the P & A team. Key appointments include Andrew Shaw who joined as Compliance Manager on 22 September, Richard Seagar starting as Repairs Service Manager on 13 October, and Catherine Gilbert joining as Senior Surveyor on 3 November. The number of Maintenance Surveyors has grown significantly from 0.6 FTEs in August to 3.4 FTEs currently, with a further increase to 5.4 FTEs expected in November. This expansion is a direct response to the reactive survey backlog and reflects our commitment to improving service delivery.
35. Recruitment efforts remain ongoing, with roles such as Asset Planner, M&E Surveyor, Fire Surveyor, and Trainee Surveyor.

### **Performance Framework**

36. The introduction of a Performance Framework to ensure consistent reporting metrics to the Regulator and other stakeholders, has been slower than expected due to the resource challenges. Progress is now being made, and the framework will be operational by end of Q3 / early in Q4.

### **Risks**

37. The application of a structure risk assessment of P&A activities has not been possible this quarter due to other priorities (e.g. resourcing, Awaab's law, etc). The intention is for the next report to include a section on the risks that are being managed by the team. Further work is required to fully identify the risk, assess their impact and establish the mitigation measures.

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### **Financial implications:**

It appears that there are no additional budget requirements being identified in this report

### **Legal implications:**

The Council has a number of statutory duties in relation to its housing stock and how we are performing in relation to these statutory duties is outlined in the body of this report. The Housing Review Board has a key role in scrutinising that performance.