

Report to: Policy & Performance Improvement Committee – 1 June 2026

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Report Summary	
Report Title	Housing Services – 2025-26 Year-End Performance Outturn
Purpose of Report	To provide the Policy & Performance Improvement Committee with an overview of performance for the year 2025-26
Recommendations	That the Policy & Performance Improvement Committee notes the performance of the Housing Services Business Unit.
Reason for Recommendation	To ensure that the Policy & Performance Improvement Committee retains assurance and oversight of performance within the Housing Services Business Unit.

1.0 Background

- 1.1 The Housing Services Business Unit provides services across homelessness, lettings, tenancy management, careline and tenant engagement. This annual outturn report provides additional detail, supplementing the information contained within the Council’s Community Plan. The report summarises outcomes, satisfaction with services, service delivery by diversity strand and identifies both areas of strength and areas requiring improvement.
- 1.2 This return supports regulatory assurance against several Consumer Standards co-regulated with the Regulator of Social Housing – the Tenancy Standard, Neighbourhood & Community and Transparency, Influence & Accountability to provide clear internal governance and scrutiny of how our services meet these standards.

2.0 Overview of Performance – Key Strengths and Challenges

- 2.1 During 2025/26, Housing Services delivered a broad range of statutory and preventative services, managing sustained demand pressures alongside major IT system changes.
- 2.2 **Key Strengths**
- Strong homelessness prevention and relief outcomes (section 2.5)
 - High levels of tenancy sustainment (over 12 months) for those leaving temporary accommodation and moving into our council homes (section 2.7)
 - Excellent performance and satisfaction across careline services (**See Appendix 1**)

- High levels of tenant engagement and involvement (section 2.8)
- Positive year-on-year movement in several Tenant Satisfaction Measures (section 2.9)

2.3 Key Challenges

- Relet performance fell below target (see section 2.6)
- Contractor performance and major works have impacted improvement in relet times

2.4 Improvement actions are in place and closely monitored through the Council's Senior Leadership Team, Tenant Engagement Board and the Housing Performance Improvement Board, with recovery on those areas not meeting target expected to be evidenced during Quarter 3 of 2026/27.

2.5 Performance in Homelessness & Temporary Accommodation

2.5.1 Homelessness services remain a strong area of performance and assurance.

2.5.2 Key Performance

- Average time in temporary accommodation for households owed a duty was 9.9 weeks, outperforming the 13-week target.
- 93% of residents were satisfied with temporary accommodation (target 92%).
- The team successfully prevented 153 households' from becoming homeless and supported 136 homeless households into settled accommodation.
- 16 main duties accepted (where the team have been unable to prevent or relieve homelessness and the individual/household is homeless, eligible, has a priority need and is not intentionally homeless). This outturn demonstrates the positive and successful impact of strong early intervention to prevent homelessness.
- 100% of households sustained their Council tenancies 12 months after leaving temporary accommodation demonstrating the success in supporting households to move on.
- We are investing c£500,000 improving our temporary accommodation at Wellow Green this year.

2.6 Empty Homes & Re-Lets

2.6.1 During 2025-26, the Council let 323 properties, 15 less properties than in 2024-25:

Empty Homes Category	Number
Minor works relets	163
Major works relet	127
Extra care	20
New build – First letting	13
Total	323

2.6.2 Re-let performance has been the main area of under-performance during 2025/26 with the average time to re-let a council property at 77 days compared to the target of 28 days and satisfaction with the Lettings Service remains high at 97%.

- 2.6.3 The team has responded to the dip in performance with additional resources in the repairs team to help reduce the number of empty homes requiring works prior to being re-let, strengthened contractor management including weekly performance meetings and enhanced performance management to ensure that contractors are delivering to the time and quality required. Improvements are already being felt, with a significant increase in lettings during February and March this year.

2.7 Tenancy Management & Anti-Social Behaviour

Key Performance

- Tenancy turnover remained stable at 6.3%.
- 179 ASB cases reported in the year including four hate crime & seven domestic abuse.
- Satisfaction with the management of Anti-Social Behaviour has improved year on year at 66.6%, improving from 64.6% in 2024-25 last year and 61.3% in 2023-24.
- The Tenant Engagement Board reviewed the Council's improvement in performance and has chosen not to scrutinise this service in 2026-27 but will monitor the results of questions around ASB being asked as part of our tenant satisfaction questions.
- Levels of eviction remain low at two cases for ASB in 2025-26, demonstrating how eviction is used as last resort and the effective impact of early intervention where tenancies are at risk - and our approach of engagement before enforcement.
- This is considered a strong outcome considering the complexity of cases managed.
- 15 Mutual Exchanges were undertaken.
- 200 tenancies were successfully converted from Introductory tenancies to Secure tenancies.
- Five Introductory tenancies were extended, allowing residents an opportunity to demonstrate compliance with tenancy requirements.
- 50 informal warning notices were served for tenancy breaches.
- Getting to Know You visits made achieved 81% against a target of 75%.

2.8 Tenant Engagement

Key Performance

- 1,313 tenants actively engaged with Housing Services over the year.
- 51 activities and opportunities have been delivered with tenants to get involved in influencing service delivery including: community link groups, the involvement of tenant engagement champions who co-wrote the independent living procedure and the tenant engagement board who co-produced the revised gas access procedure.
- 2,059 visitors attended the Boughton Community Hub with thirteen tenants supported back into work through Boughton Hub alone.

2.9 Tenant Satisfaction Measures

- 2.9.1 The Transparency, Influence and Accountability Consumer Standard set by the Regulator of Social Housing requires all registered providers of social housing to collect and report annually on their performance using a core set of defined measures.

2.9.2 The table below shows the Councils performance across the key Tenant Satisfaction Measures directly impacted by the Housing Services Unit. Most indicators show improvement compared with the previous year, with the exception of complaints (from 44.3% to 37.6%) and satisfaction with contribution to neighbourhood (which has decreased by 0.3%).

	% 24/25	% 25/26
Overall Satisfaction	77.2	78
Listens to views and acts	67.2	67.5
Keeps you informed	72.4	73.4
Treated fairly and with respect	82.4	80.7
Approach to complaints (Housing wide)	44.3	37.6
Communal areas clean	71.5	75.2
Contribution to neighbourhood	71.9	71.6
Approach to ASB	64.4	66.6

A separate report will follow to provide more detailed information relating to the Tenant Satisfaction Measures, as the performance above is a high-level snapshot.

2.9.3 A detailed review into complaints across the Directorate was undertaken in 2025-26 to allow learning from complaint themes and to ensure that complaints were not disproportionate across any tenant group e.g. by age or ethnicity. Monthly transitional survey results (of those who have had a complaint with the Housing Directorate) demonstrate an improvement in the percentage of residents satisfied with the approach to complaints, to 66% for 25-26.

2.10 Performance Insight – Diversity Monitoring

2.10.1 **Appendix 2** to this report shows the lettings in year, by diversity strand. This analysis is undertaken to allow oversight and assurance that lettings are being fairly allocated to those on the housing register.

2.10.2 The data at **Appendix 2** shows that:

- 65.9% of homes were let to females compared to 62.8% of females listed as the main applicant on the housing register. Whilst a marginal difference, this will be monitored during 2026-27.
- 58.8% of homes were let to those over 45 years of age, despite a lower level (46.9%) of those on the register over 45.
- 17.9% of properties were let to applicants with a disability compared to 13.3% on the register with a disability.
- Both the difference in age and disability is unsurprising when considering the stock profile - (47% of the council's homes are classified as supported with over 1900 bungalows).
- Where differences are noted across lettings by Nationality, Sexual Orientation, Religion and Ethnic Origin, numbers are so low which makes comparisons challenging.

2.10.3 During 2026-27, the housing team will be increasing the level of diversity information held about out tenants, through undertaking the Tenant Census project, which will allow us to develop our insight further (including satisfaction with services by protected characteristic), providing insight on service delivery, and enabling better tailoring of our services to the needs of our tenants.

3.0 **Implications**

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	Yes
Human Resources	NA	Human Rights	NA
Legal	NA	Data Protection	NA
Digital & Cyber Security	NA	Safeguarding	NA
Sustainability	NA	Crime & Disorder	NA
LGR	NA	Tenant Consultation	NA

Financial Implications (FIN26-27/1433)

3.1 There are no direct financial implications arising from this report.

The 2025-26 financial outturn position is still being finalised and will be reported to Policy & Performance & Improvement Committee in July 2026.

Equality & Diversity implications

3.2 This report provides assurance that services are equitable and free from discrimination and is tabled for discussion at the next Tenant Engagement Board (21 May 2026).

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Management Performance Indicators –2025-26

RAG Criteria

- **Green (□):** Target met or exceeded
- **Amber (◻):** Below target but improving / trend or mitigation in place
- **Red (●):** Significantly below target / structural impact

Indicator	Value	Target	RAG
Avg time in TA – rough sleepers	24.0	Trend	□
Avg time in TA – duty cases	9.9	13.0	□
Avg relet time – all	77	28	●
Careline calls within 60s	99%	97.5%	□
Rent loss through voids	N/A	2.4%	□
Careline installs (total)	760	Trend	□
Careline installs ≤10 days	99%	100%	□
ASB evictions	2	Trend	□
New ASB cases	179	Trend	□
Tenancy turnover	6.3%	Trend	□
Properties needing major works	39	Trend	□
Properties ready to let	48	Trend	□
Lettings satisfaction	97%	95%	□

Consideration of Performance by Diversity Strand (all tenancies)

2025-26 Lettings (and new tenancies) - Performance Report

Note – the number of new tenancies created is higher than the number of lettings in the year as it includes assignments, succession, decants and all tenancies associated with a mutual exchange.

Total Tenancies created by Diversity Strand

Gender	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
FEMALE	2,444	62.8%	243	65.9%
MALE	1,448	37.2%	126	34.1%
Blank	0	0.0%	0	0.0%
Total	3,892	100.0%	369	100.0%

Age distribution	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
Age band				
0–17	4	0.1%	0	0.0%
18–24	434	11.2%	28	7.6%
25–34	834	21.4%	66	17.9%
35–44	796	20.5%	59	16.0%
45–54	498	12.8%	49	13.3%
55–64	475	12.2%	56	15.2%
65–74	434	11.2%	61	16.5%
75–84	305	7.8%	41	11.1%
85+	112	2.9%	9	2.4%
Blank	0	0		
Total	3,892	100.0%	369	100.0%

Disability	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
N	3,376	86.7%	303	82.1%
Y	516	13.3%	66	17.9%
Blank	0	0.0%	0	0.0%
Total	3,892	100.0%	369	100.0%

Nationality	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
(Blank)	267	6.9%	3	0.8%
BRITISH	3,136	80.6%	335	90.8%
EEA	255	6.6%	15	4.1%
ENGLISH	158	4.1%	9	2.4%
OTHER	70	1.8%	6	1.6%
PREFER NOT TO SAY	6	0.2%	1	0.3%
Total	3,892	100.0%	369	100.0%

Sexual Orientation	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
(Blank)	596	15.3%	95	25.7%
BISEXUAL	67	1.7%	7	1.9%
GAYLES	75	1.9%	3	0.8%
HETERO	2,879	74.0%	233	63.1%
OTHER	29	0.7%	3	0.8%
PREFER NOT TO SAY	246	6.3%	28	7.6%
Total	3,892	100.0%	369	100.0%

Religion	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
(Blank)	1,101	28.3%	154	41.7%
CHRISTIAN	1,351	34.7%	114	30.9%
MUSLIM	24	0.6%	2	0.5%
NON	1,315	33.8%	88	23.8%
OTHER	48	1.2%	2	0.5%
PREFER NOT TO SAY	53	1.4%	9	2.4%
Total	3,892	100.0%	369	100.0%

Ethnic Origin	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
ASIANBRIT	16	0.4%	2	0.5%
BLACKOTHER	28	0.7%	1	0.3%
MIXED	39	1.0%	7	1.9%
OTHER	20	0.5%	3	0.8%
PREFER NOT TO SAY	18	0.5%	4	1.1%
WHITE	3,688	94.8%	352	95.4%
Blank	83	2.1%		
Total	3,892	100.0%	369	100.0%