



Report to: Policy & Performance Improvement Committee – 1st June 2026
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Report Summary	
Report Title	Housing Repairs & Empty Homes: Year-End 2025 – 2026 Report
Purpose of Report	This report provides year-end overview of performance across Responsive Repairs including damp & mould and Empty Homes. It sets out areas of strength, improvement and underperformance and actions taken to maintain assurance and service grip, together with the key priorities for 2026 –27.
Recommendations	That Policy & Performance Improvement Committee: <ul style="list-style-type: none"> a) note the year-end performance position for the service; b) acknowledge the progress achieved in the second half of the year, evidenced through validated Q3–Q4 performance data and improved tenant satisfaction outcomes; and c) note the service’s forward readiness activity, including horizon scanning and preparations for emerging regulatory requirements such as future phases of Awaab’s Law and Decent Homes 2025.
Reason for Recommendation	This report supports: <p>Ambition 2 of the Community Plan to increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards; and,</p> <p>Ambition 7 to be a top performing, modern and accessible Council that gets its everyday services right for the residents and businesses that it serves.</p>

1.0 Background

1.1 The 2025/26 financial year has been a period of significant transition for the Responsive Repairs & Empty Homes service. The most material influence on service performance during the year was the implementation of the new Housing Management System (NEC) in May 2025, which introduced fundamental changes to workflows, data structures and reporting across repairs, empty homes and customer contact.

- 1.2 Significant work has been undertaken to embed new processes, train staff, refine system configuration and align reporting outputs with the Council's performance framework.
- 1.3 In several areas, system functionality remains in development, resulting in the continued use of manual validation and PowerBI reporting whilst the team work with NEC to refine the system to fully reflect operational activity.
- 1.4 Alongside system implementation, the service experienced heightened operational pressures including:
- Increased demand and customer contact following the introduction of Awaab's Law on 27th October 2025
 - Resource constraints linked to recruitment, retention and the time required for new staff to become fully operational
 - Contractor performance and capacity challenges, most notably affecting empty homes and major works relets
 - Delays with empty homes, particularly in complex and properties requiring major works
- 1.5 From the second half of the year, the focus shifted from implementation of the new system to performance recovery. Validated Q3 - Q4 data demonstrates sustained improvement across core responsive repairs measures, including reduced end-to-end repair times, improved compliance with target timescales and recovery in tenant satisfaction. This indicates that service improvements are being experienced by residents, notwithstanding ongoing system constraints.
- 1.6 Empty homes performance out turned below target at year end and reflects the cumulative impact of contractor performance issues and system disruption, rather than in-year service failure. A strengthened management response has been implemented, supported by enhanced governance, additional resources and closer contractor oversight.

2.0 End of Year Performance

- 2.1 Overall, the service has demonstrated sustained improvement in the second half of the year, supported by:
- Stabilisation of core repairs delivery
 - Improved operational grip and governance
 - Validated performance data from Q3–Q4
 - Strengthening tenant satisfaction measures
 - Clear improvement plan for empty homes

Responsive Repairs

- 2.2 Responsive Repairs performance showed improvement during Q4 2025-26, with end-to-end repair times exceeding target and consistent improvement across emergency, routine, and overall completion rates. While headline performance is below target in some measures, the direction of travel is positive.

KPI	Year-End Performance	Target	Comments
Average end-to-end time for all reactive repairs (calendar days)	11.0 days	16.0 days	Performance exceeded the year-end target, confirming overall improvement in end-to-end delivery times.
% of emergency repairs completed within target	86.5%	99.5%	Performance remains below target. Data-cleansing activity is underway.
% of routine (non-urgent) repairs completed within target	85.4%	95.0%	Below target at year end.
% of all reactive repairs completed within target time	85.8%	95.0%	Consistent position with routine repairs; Improvement expected following completion of data-cleansing.
% of repairs completed at first visit	76.1%	93.0%	Below target at year end. KPI remains under continuous review.
Average call answer time (seconds)	635 seconds	60 seconds	

2.3 Early results of the Tenant Satisfaction Measures for 2025/26 provide further assurance that service improvements are being experienced by tenants, with both TP02 and TP03 improving year-on-year and exceeding inception benchmarks as outlined below.

Tenant Satisfaction Measure	2023-24 Year 1	2024-25 Year 2	2025-26 Year 3	Change since inception
TP02 – Overall repairs service	75.2%	72.3% (-2.9%)	76.6% (+4.3%)	+1.4%
TP03 – Repairs: Time Taken	69%	65.5% (-3.5%)	70.6% (+5.1%)	+1.6%

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.

2.4 The team continue to progress to full automation of reporting through system refinement, data cleansing, and benchmarking with neighbouring authorities.

Focus on Damp and Mould

2.5

KPI	Q4 Performance	SLT High-Level Commentary
New damp & mould hazards reported (DMA + DMB + DMC) per 1,000 properties	86.93	High reporting volumes reflect improved identification, awareness, and reporting of damp and mould cases during Q4.
Damp & mould hazards completed (DMA + DMB + DMC) per 1,000 properties	59.73	Completion volumes increased and there is a continued management focus on throughput and prioritisation of damp and mould repairs.
Emergency damp & mould hazards (DMA) resolved within 24 hours	82.22%	Performance below target, although the majority of emergency cases were resolved within timescales. Capacity and competing demand pressures impacted achievement of full compliance. This is an area of focus for 2026-27.
Non-emergency damp & mould hazards (DMB + DMC) initiated within target	81.93%	Combined non-emergency performance reflects pressure across both significant and routine categories, with improvement opportunity identified.
All damp & mould hazards initiated within target	81.95%	

Empty Homes

- 2.6 The Empty Homes team acts as the contractor for Housing Services and work together to deliver the Empty Homes service. Performance finished below target in 2025–26 with average relet times exceeding target and this is covered by the Housing Services Year End report.
- 2.7 An improvement plan is in place together with a new Major Works contractor, additional resources, and weekly performance meetings. Performance will continue to be reported to show improvement in performance.

Look Forward – 2026/27

- 2.8 Over the next 12 months, the Responsive Repairs, Damp & Mould and Empty Homes service will continue its improvement journey whilst strengthening preparedness for emerging regulatory and policy requirements. Alongside operational improvement, the service will be horizon scanning and undertaking anticipatory planning to ensure the service is well positioned to respond to further regulatory changes and external scrutiny.

The service is on the Audit plan for 2026-27.

2.9 The service will maintain active oversight of the evolving social housing regulatory landscape, with particular focus on expected areas of further legislation and regulation.

2.9.1 Awaab's Law – Phase 2 and Future Requirements

While current arrangements prioritise timely identification and mitigation of damp and mould hazards, further regulation is expected to expand legislation around more hazards that are considered by the Housing, Health and Safety Rating System.

2.9.2 Decent Homes 2025 (DHS2)

Ensuring homes meet the new Decent Homes standard by 2035 will be achieved though alignment between asset condition data, repairs activity and planned investment. Preparatory work is focusing on:

- Ensuring accurate and accessible stock condition information
- Strengthening links between compliance-driven repairs, planned works and asset investment decisions
- Ensuring the repairs service supports early identification and remediation of non-decency issues including when homes are empty

2.9.3 Housing Health and Safety Rating System (HHSRS)

Continued regulatory emphasis on hazard identification and management will require greater consistency in how hazards are assessed, recorded and addressed. The service will:

- Continue to apply guidance and training on hazard recognition and categorisation
- Improve auditability of decisions and actions linked to higher-risk categories
- Ensure that repairs, damp & mould and asset teams operate to a shared understanding of risk and compliance thresholds

2.10 Anticipating Future Sector Requirements

In addition to known regulatory changes, the service will also:

- Respond to the Regulator of Social Housing grading
- Continued scrutiny of complaint handling, response times and evidencing of learning
- Transparency requirements around performance, engagement and tenant outcomes
- Respond to rising demand pressures linked to housing condition, energy efficiency and affordability

By the end of 2026-27 the service aims to operate with:

- Strong regulatory confidence and compliance visibility
- Effective integration between repairs and building safety and asset management functions
- Robust performance and compliance reporting

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	NA
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	Yes

Financial Implications (FIN26-27/4900)

3.1 The revenue budget and draft outturn position for 2025/26 is shown below:

Service Area	Revised Budget	DRAFT Outturn	Unfavourable/ (Favourable) Variance
Responsive Repairs	£2.994m	£3.097m	£0.103m
Damp and mould	£0.266m	£0.282m	£0.016m
Empty Homes	£1.234m	£1.227m	(£0.007)
Total	£4.494m	£4.606m	£0.112m

The final Housing Revenue Account outturn position will be reported to SLT, Policy Performance and Improvement Committee and Cabinet in July 2026.

The 2026/27 Revenue budget is £3.112m for Responsive Repairs, £0.873m for damp and mould and £1.080m for Empty Homes. This represents an increase overall of £0.571m compared to the 2025/26 budget of £4.494m shown above and will be monitored and reported on throughout the year.

Tenant Consultation

3.2 Performance in this service has been discussed at Housing Performance and Improvement Board and this report is scheduled for discussion at the next Tenant Engagement Board on 21 May. Involved tenants have requested that this service is subject to scrutiny this financial year.

3.3 Tenants reviewed the Repairs Policy in 2025 and introduced of service standards that will be reported regularly to the Tenant Engagement Board.

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