

Meeting Cabinet
Portfolio Area All
Date 11 March 2026



CORPORATE PERFORMANCE QUARTER THREE 2025/26

KEY DECISION

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1 PURPOSE

- 1.1 To highlight the Council's performance across key priorities and projects for Quarter Three 2025/26 and provide an update on progress against current strategic risks.
- 1.2 For Members' information, a presentation will be provided at the Cabinet meeting which will cover updates in relation to delivery against Corporate Plan Priorities and the key themes emerging from the Quarter Three performance data.
- 1.3 The Council has successfully completed another quarter of Tenant Satisfaction Measure (TSM) surveys, meeting regulatory responsibilities and continuing to build a robust evidence base for understanding tenant perceptions. Notably, almost all indicators have achieved their highest performance since surveys began.
- 1.4 Alongside performance data, the report provides the regular quarterly update on complaints made to the Housing Ombudsman and the Local Government and Social Care Ombudsman (LGSCO).

2 RECOMMENDATIONS

- 2.1 That the service performance against 54 corporate performance measures and progress of key projects in Quarter Three 2025/26 through the Making Stevenage Even Better Programme (Appendix A) be noted.
- 2.2 That the proposal to replace the two Housing Complaints Satisfaction measures is agreed (section 4.3.9).
- 2.3 That delegated authority be given to the Strategic Director (RP), to approve amendments to the Landlord's Complaints Policy arising from the Housing Ombudsman Service review, having consulted with the Portfolio Holder for Housing and Housing Development (section 4.4.4).
- 2.4 That the improvement actions being taken to improve void turnaround times and deliver value for money for tenants be noted (section 4.3.2).
- 2.5 That the strategic risk updates (section 4.6) be noted.

3 BACKGROUND

- 3.1 In January 2024, the Cabinet agreed the new Making Stevenage Even Better (MSEB) Corporate Plan until 2027. This includes five strategic priorities:
 - Transforming Our Town
 - More Social, Affordable & Good Quality Homes
 - Thriving Neighbourhoods
 - Tackling Climate Change
 - Balancing the Budget

The plan also includes three Cross-cutting themes:

- Equality, Diversity & Inclusion
 - Health & Wellbeing
 - Technology & Innovation
- 3.2 The plan was subsequently approved at Full Council in February 2024. The corporate performance suite was also updated to reflect existing and future programmes of work, resident priorities and regulatory and legislative housing requirements.
 - 3.3 The Council's approach to performance management demonstrates a clear link between service delivery and the strategic objectives in the MSEB Corporate Plan. By aligning performance measures and projects under the 5 strategic priorities, a 'golden thread' linking what the Council delivers to the fulfilment of its strategic outcomes can be clearly seen. By taking this approach, the Council can simplify and streamline how performance monitoring and progress are communicated to Members and residents.

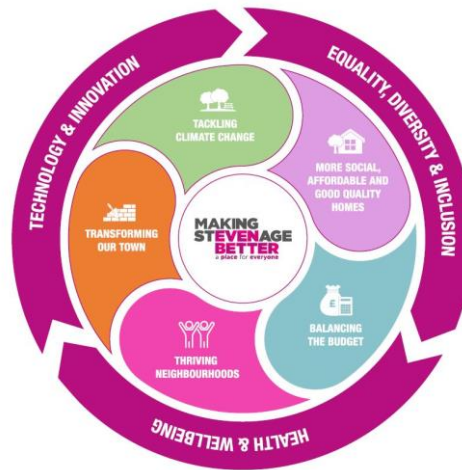


Fig 1.

- 3.4 The Corporate Performance Suite for 2025/26 contains 51 measures which are aligned with the 5 MSEB strategic priorities. The 51 measures are complemented by statutory and local measures which are managed internally with performance overseen by the Strategic Leadership Team.
- 3.5 There are 10 baseline measures within the corporate performance suite. The majority of these reflect the increased regulation and focus on housing compliance. Baseline measures provide a starting point from which to assess and compare performance in the future. The remaining 41 measures are relevant to the Council's focus on what matters to residents and progress made against the MSEB objectives.
- 3.6 An additional four measures have been included for Quarter 3 to support the introduction of Awaab's Law on 27th October 2025. These measures replace the two previous Damp and Mould measures. This makes 55 measures in the suite including 10 baseline measures.

LOCAL OUTCOMES FRAMEWORK

- 3.7 The Local Outcomes Framework (LOF) is the Government's new national outcomes-based performance framework designed to measure progress against shared priority outcomes delivered at a local level by councils and their partners. It brings together a focused set of outcome areas and indicators, drawing on existing national data, covering themes such as housing and homelessness, health and wellbeing, children and adult social care, neighbourhood satisfaction, environment and transport. The Framework is intended to shift performance assessment away from activity and inputs towards a clearer focus on outcomes that matter most to residents, while strengthening transparency, accountability and collaboration between central and local government.
- 3.8 The first edition of the Local Outcomes Framework was published in February 2026 and is expected to begin being used from April 2026 as part of ongoing discussions on local performance and improvement. Stevenage Borough Council responded to the national consultation on the draft Framework in 2025, providing feedback to ensure that the approach recognises local context, the role of district and borough councils, and the importance of partnership working in influencing outcomes. The LOF will enable Stevenage to benchmark performance against comparable areas and support evidence-based conversations with partners on priorities for improvement.

- 3.9 There are 16 'Priority Outcome' areas that represent the government's top priorities and ambitions. Each priority outcome is underpinned by metrics drawn from existing data sources to avoid new data collection requirements. There are a limited number of placeholders for metrics that do not yet exist, but are in development, and will be included in future.

Priority	Indicative total number of measures	Local/ County/ National/ Other
Housing supply	0 (measures under development)	Likely to be a combination
Housing quality and safety	5	Local and MHCLG
Homelessness and rough sleeping	5	Local and MHCLG
Multiple disadvantage	7	MHCLG and Health
Best start in life	6	Department for Education
Every child achieving and thriving	17	County and Department for Education
Keeping children safe (children's social care)	Aligned to national CSC framework 16	County and Department for Education
Health and wellbeing	16	Health
Adult social care – quality	6	County
Adult social care – independence, choice and control	8	County
Adult social care – neighbourhoods and integration	2	County
Neighbourhoods	13	DCMS and DEFRA
Environment, circular economy and climate change	7	Health and Defra
Transport and local infrastructure	7	Transport
Economic prosperity (contextual)	16	ONS and MHCLG
Child poverty (contextual)	1	Department for Work and Pensions

Fig 2.

- 3.10 The Government's full Local Outcomes Framework report, along with consultation feedback, will be included as a background document to this Cabinet report for reference.

4 REASONS FOR RECOMMENDED ACTIONS AND OTHER OPTIONS

4.1 QUARTER THREE CORPORATE PERFORMANCE

- 4.1.1 As outlined in section 3, the corporate performance suite has been aligned with the five MSEB priorities set out in Figure 1. Progress against performance measures is presented alongside key projects. By taking this mixed-method approach, the Council is able to present a holistic overview of its performance activity. This helps demonstrate to residents that the Council is on track to deliver key projects, programmes and service improvements associated with MSEB, as well as highlighting performance against key service delivery targets.
- 4.1.2 Key highlights from the MSEB programmes are summarised in section 4.2. For further information on the aims and objectives of the MSEB programme in 2025/26, please refer to MSEB Priorities & Projects 2025/26, which was presented to the Cabinet in July 2025: [MSEB Priorities & Projects 2025/26](#)
- 4.1.3 The total number of measures by Red, Amber & Green (RAG) rating is shown in Figure 3 below. The full set of current corporate performance measures results and MSEB projects are attached at Appendix A.

Q3 2025/26 CORPORATE PERFORMANCE OVERVIEW						
MSEB Programme	Baseline measure for 2025-26	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data	Projects Reported Qtr. 3
More Social Affordable and Good Quality Homes (27 measures)	8	13	3	1	2	25
Transforming Our Town (3 measures)	0	3	0	0	0	14
Thriving Neighbourhoods (12 measures)	2	9*	0	1	0	12
*The data for 'NI191: Residual household waste per household (kgs)' and 'NI192: Percentage of household waste sent for reuse, recycling and composting' comes from an external source and is only available a quarter in arrears, therefore will be reported this way						

Fig 3.

Q3 2025/26 CORPORATE PERFORMANCE OVERVIEW						
MSEB Programme	Baseline measure for 2025-26	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data	Projects Reported Qtr. 3
Tackling Climate Change (1 measures)	0	0	1	0	0	6
Balancing the Budget (12 measures)	0	12	0	0	0	9
Cross Cutting (0 measures)	0	0	0	0	0	8
TOTAL (55)	10	36	4	2	2	74

4.1.4 There were several strong areas of performance this quarter which are highlighted below:

- Compliance certification and documentation for Gas Safety, Fire Safety, Asbestos, Legionella and Lifts are at 100%.
- There are no overdue Fire Remedial Actions outstanding for the third quarter in a row; this has reduced from 286 medium overdue actions and 312 low overdue actions in Quarter two 2024/25.
- The percentage of remedial actions completed across corporate buildings has exceeded target and is at its highest level in the last year, with the overall compliance position continuing to improve.
- Satisfaction with the CSC customer service remains high at 92.6%; however, as always, it is recognised that there is still room for further improvement to be made in this area.

4.2 MSEB PERFORMANCE HIGHLIGHTS

- 4.2.1 Alongside performance, the Council also captures quarterly updates on the milestones associated with the strategic priorities set out in the MSEB Corporate Plan and subsequent service planning and priority setting activities.
- 4.2.2 Further details on the projects included in the MSEB programmes and corporate highlights can be found in Appendix A.
- 4.2.3 All programmes have made progress on the projects agreed at Cabinet in July 2025, with Quarter Three highlights including:

4.2.3.1 More Social, Affordable & Good Quality Homes	
Brent Court Independent Living Scheme	Works are underway, with the new parking area to the south of Brent Court anticipated to hand over in Quarter Four. The Gateway 2 submission has been made, and the outcome is forecasted for March 2026. Demolition of the garages will commence following the handover of the parking.
Burwell Phase Two	Work continues with first floor slab installed on site. Brick and block work will continue with a view to top out this financial year
Courtlands	Progress has been made with electrical works; this will enable more rapid construction. The expectation is that the show home will be available in Quarter Four. The delays associated with the electrical works has meant it has not been possible to secure sales as initially anticipated. As a result, a restructuring of the loan will be required to match the revised anticipated sales cashflow.
Garage Site Sales	Plans for the Broadview garages site have progressed and are anticipated to be submitted to Planning in Quarter Four. Work to secure full ownership of the various garage sites is underway. A funding bid for £150K has been submitted to the Brownfield Land Release Fund to facilitate demolition at the Broadview site. The garages currently have asbestos issues and there are a limited number being purchased.
The Oval	Work continues with vacant possession of the Rabani church now secured, and demolition works beginning in the near future. A breaking ground event took place in January, and works will progress at pace. Work to secure vacant possession for Phase 2 is also progressing, with a lease surrender of the Times Club now secured.
Awaab's Law	Awaab's Law has been fully integrated into the policy and procedures for Damp and Mould. The suite of KPI's is being reported and monitored monthly through Executive Housing Working Group.
Resident Engagement and Scrutiny	Good progress is being made with a Tenant Chair appointed for the High Rise Building Residents Meeting, under formalised guidance and work is progressing to recruit an overarching tenants panel.

4.2.3.2 Transforming Our Town	
Pioneering Young STEM Futures	The programme continues to progress with increased delivery of the future focused STEM pathway programme. Access to All has launched to take opportunities directly to students, connecting STEM experiences to careers and clear next steps.
Stevenage Works	Stevenage Works held a 2 week pilot for a Care work based academy programme. 12 out of 12 students who attended were successful and have

	since found work in the care sector. The same pilot took place in November and all 11 participants were successful.
Arts & Heritage Trail	Following the successful pilot on new public art at the Bus Interchange, officers undertook a public call for four new pieces of artwork. Four artists have now been chosen and officers are supporting a detailed design alongside community engagement to inform the final artwork.
Diversification of Retail	An Accountable Body Agreement has been executed with the owners of Westgate, under the new gateway to retail core project. This project looks to improve the South-West Entrance to the centre driven by the need to improve the visual appeal, creating a more welcoming visitor experience which integrates usability and improves access.
Indoor Market Move	The indoor market has relocated to Boston House on Park Place. By relocating to Park Place, the market will continue to play a vital role in supporting small businesses and encouraging residents to shop local as it has done for the last 50 years. The reopening event on 6 December drew over 1,000 visitors. There are a small amount of outstanding works to be completed throughout Quarter Four which will be undertaken outside trading hours to accommodate and minimise any disruption.
SG1 Plot A	Construction is progressing at SG1 Plot A (formerly Swingate House). A topping out ceremony for Claxton House has taken place in Quarter Four.
Sports and Leisure Centre	Following successful planning permission, Officers received approval from Cabinet and Full Council to enter into full contract with Morgan Sindall for the new Sports & Leisure Centre. Final detailed design elements are being considered with a start on site anticipated in January 2026.

4.2.3.3 Thriving Neighbourhoods	
Social Inclusion Partnership	The partnership continues to be formalised as the Stevenage Co-operative Action Network. The process is progressing steadily, with time being taken to ensure the structure and arrangements are right. Partner organisations are now taking steps to agree the governance documents. Once agreed, they will be submitted to Co-operatives UK to check suitability.
Operation Educ8	Filming has now concluded for the creation of a sustainable resource aimed at raising awareness of complex issues. The project has been supported by local schools and the police and is currently in the editing phase. The aim for Quarter Four is to host a viewing event to share the finished resource with partners and key stakeholders. This will support awareness, prevention and safeguarding efforts.
Green Spaces and Tree and Woodland Strategies	The strategies have been approved and published. The ten-year plans will ensure the delivery of a network of well-used, well-loved and well cared for spaces that can be enjoyed by the whole community. They will provide opportunities for health and wellbeing, wildlife, culture, learning and community.

Play Area Improvement Programme	The final sites have been completed. The team are currently planning for the 2026/27 work programme subject to capital approval.
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4.2.3.4 Tackling Climate Change	
Climate Action Street Plan	The project has been rebranded into Green Neighbourhood Project and CIL Green Projects. A series of project options are being considered for delivery in the short term.
Simpler Recycling	Works are progressing on with caddies being delivered to all properties from w/c 12th January. Trial areas in Symonds Green and Martins Wood have had collections from 2nd February. The whole town roll out will commence 2nd March. Communications were delivered at Christmas, with additional information included within the caddies. There will also be adverts on two buses and will use our website and social media platforms to promote.

4.2.3.5 Balancing the Budget	
GF & HRA Savings	Based on the Quarter 3 budget monitoring for the 2025/26 financial year, the Council is on track to achieve the majority of its planned savings, representing 97% of the total savings programme. However, one savings scheme is not expected to meet its target this year: the relocation of the Indoor Market to Park Place. Although the market has now opened, the delayed opening date means the full savings will not be realised in 2025/26 and are instead reprofiled for 2026/27. Looking ahead, elements of the budget savings programme required to balance the budget have now been incorporated into the General Fund and HRA Budgets for 2026/27. These budgets have been approved by Cabinet and reviewed by the Overview & Scrutiny Committee and approved by Full Council in February 2026.
HRA Business Plans	The new iteration of the 30 Year HRA Business Plan was approved by Cabinet in November 2025. Progress will be monitored throughout the next financial year, aligned to quarterly budget monitoring. The 2026/27 budget was an improvement on the HRA Business Plan by circa £320k.

4.3 PERFORMANCE MEASURES – AREAS FOR IMPROVEMENT

- 4.3.1 As highlighted in Figure 3, there are two measures that are red this quarter. The table below outlines the actual performance and the target that was set for the performance measures. The paragraphs that follow set out the reasons for improvement in Quarter Three.

MEASURE NAME	BUSINESS UNIT	Actual – Quarter 3 2024/25 YTD	Actual – Quarter 4 2024/25 YTD	Actual – Quarter 1 2025/26 YTD	Actual – Quarter 2 2025/26 YTD	Actual – Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD
More Social, Affordable and Good Quality Homes								
Average time taken to relet a routine void (GN) key to key	Building Safety & Housing Property Services	85 days	63 days	54 days	84 days	63 days	35 days	30 days
Thriving Neighbourhoods								
Value (£) invested into neighbourhood areas from UKSPF	Housing & Neighbourhoods	£142,423	£266,365	0	0	£3,500	£13,000	£55,278

Fig.4

General Needs Voids

- 4.3.2 Quarter 3 presented a temporary challenge for the Council in managing void properties, primarily due to staffing shortages within the Empty Homes Team until halfway through the quarter.
- 4.3.3 The majority of properties required asbestos removals during Quarter 3 which caused further delays, 26 standard void properties required up to date surveys and subsequent asbestos removals causing delays to the void works stage. On average, for a new survey to be requested and received takes 3-5 days and removals from order requested a further 5-7 days.
- 4.3.4 Despite these pressures, 43 standard void properties were successfully let during the quarter, including 4 historic voids requiring Aids and Adaptations and 5 properties offered to downsizing tenants. These properties had been vacant for an extended period, but their completion reflects improvements in processes and closer collaboration between all Housing Teams. Excluding these cases, average turnaround improves from 63 days to 52 days. The table below (Figure 5) shows the impact of hard to let properties.

Voids General Needs	Q1 25/26	Q2 25/26	Q3 25/26
Number of properties let	43	20	43
Average time taken to relet a routine General Needs Void	54 days	84 days	63 days
Excluding Hard to lets	54 days	52 days	52 days

Fig. 5

- 4.3.5 Contractor performance has also improved 23 days average Quarter 2, 21 days average Quarter 3 and further enhancements are planned. Two dedicated contractors for void works will be appointed by the end of February 2026, and a pilot in-house team is expected to launch in Quarter 4, adding resources and supporting innovation.
- 4.3.6 Property condition remains a challenge, with many voids (22 of 89 completed in Quarter 3) requiring substantial work before re-letting. While these homes do not meet the criteria for Major Works, they still demand considerable effort/cost.

The Council continues to focus on efficient turnaround without compromising quality. Accountability measures have been significantly reinforced to ensure properties are returned in an acceptable condition and costs are recovered where appropriate.

- 4.3.7 In Quarter 3, recharges were applied to 50 properties, totalling circa £96,000, primarily for the clearance of belongings left inside and outside homes. Clearance was required on 7 out of the 43 properties (averaging 4 days from start to completion) amounting to 70% of recharges along with standard repairs to damaged internal doors and extensive environmental cleans. Higher cost recharges related to decent homes elements (damaged kitchens) are accounted for through the major void pathways.
- 4.3.8 To prevent avoidable costs, Tenancy Leaving Standards are issued at the point of notice to quit or transfer, providing clear guidance on how properties should be left and outlining tenant responsibilities. Any works identified as the tenant's responsibility are fully rechargeable to the outgoing tenant or their estate.
- 4.3.9 To strengthen consistency and transparency, the Tenants Recharge Policy is currently being finalised under the leadership of the Head of Housing Management. This policy will provide a robust framework for managing recharges, ensuring fairness and clarity for tenants while supporting the council's commitment to maintaining property standards
- 4.3.10 Although some properties were harder to let within target timescales due to specific challenges, the overall trend since the beginning of the year has been positive. The Council has developed an expanded improvement plan to sustain progress, achieve the 35 day target, and deliver value for money for tenants as presented to the Executive Housing Working Group in January 2026.

Value (£) invested into neighbourhood areas from UKSPF

- 4.3.11 Although expenditure is currently behind the quarterly profile and the indicator is reporting outside target and tolerance, all UK Shared Prosperity Fund (UKSPF) funding is allocated and projects are scheduled for delivery in Quarter 4.
- 4.3.12 UKSPF monitoring returns are submitted to government on a six-monthly basis and targets are set annually, so the quarterly status reflects internal profiling rather than a breach of government reporting requirements.
- 4.3.13 To further ease time pressure on delivery, the deadline for eligible UKSPF expenditure has been extended from March 2026 to September 2026. Despite this extension, the Council has not reprofiled its targets for this year, as delivery plans continue to assume full spend by the end of March 2026.
- 4.3.14 As a result, while spend to date is lower than the original quarterly profile, the Council remains confident that the full UKSPF allocation will be spent in 2025–26 and that no funding will need to be returned.

Housing Complaints Handling

- 4.3.15 The two measures that relate to Housing Complaint Satisfaction (stage one and two) are unable to be reported this quarter.
- 4.3.16 The Housing service began piloting a new automated transactional satisfaction survey for complaint handling as part of the Govmetric system implementation in July 2025. It is noted that initial results have indicated a reduction in satisfaction from the previous independent phone-based surveys with respondents referring to the outcome of their complaint, rather than how the complaint was handled.

- 4.3.17 A complaints performance clinic was held in December 2025 to focus on this area and revise the transactional survey methodology and approach. Work is underway to review this approach, and make sure the measure is fit for purpose. This will ensure the Council is following good practice and is able to obtain robust and transparent feedback.
- 4.3.18 In the meantime, the Tenant Satisfaction Survey which is an industry benchmarked indicator set by the Regulator of Social Housing (RSH), provides an insight into 'Satisfaction with complaint handling', which for Quarter 3 stands at 32.6% which is an uptick of 4.8% when compared to Quarter 2. The Tenant Satisfaction Perception Survey results are gathered by HouseMark, an independent body specialising in benchmarking of housing services, using the technical requirements as set out by the RSH. It is advised that for now, this Tenant Satisfaction Measure replaces the two Housing Complaints Satisfaction measures until the future approach can be resolved.

4.4 OMBUDSMAN COMPLAINT HANDLING

- 4.4.1 As set out within the Council's Complaints Policy, residents are able to contact either the Housing Ombudsman Service, mainly for issues which relate to the Council as a landlord; or the Local Government and Social Care Ombudsman (LGSCO), for areas such as homelessness, the housing register and associated advice.
- 4.4.2 Both Ombudsmen services will independently consider cases where they have been approached by residents and will then come to a determination concerning the matters which have been raised.
- 4.4.3 In line with the Housing Ombudsman's Statutory Code of Complaint Handling, the Council is required to report the outcome of such cases, and this is provided to Cabinet on a quarterly basis.
- 4.4.4 The Housing Ombudsman Service recently undertook a review of the Landlord's Complaints Policy, and the recommendations have now been received. The recommended changes are marginal in nature, equating to clarifications in wording. It is recommended that these minor amendments are delegated following consultation with the Portfolio Holder, and a summary will be included in the next Performance Report in Q4, for transparency.
- 4.4.5 The table in Appendix B provides details of the six cases where an Ombudsman has made a determination in Quarter 3 (2025/26), in this quarter all cases were from the Housing Ombudsman Service. No cases were determined by the Local Government and Social Care Ombudsman (LGSCO), in this period. In all cases, any orders or agreed actions have been completed.
- 4.4.6 It should be noted that there continues to be lengthy delays in the Housing Ombudsman Service requesting information from SBC where Stage 2 complaints have been escalated to them, as well delays to decision-making, despite landlords being required to meet very tight timescales not only for the provision of evidence but also for compliance with determinations. There are currently 6 legacy complaints from 2023 and 2024 where the Housing Ombudsman has not yet made a determination due to a backlog in casework. Service improvements for these outstanding cases will have already been implemented where Stage 2 complaints were upheld or partially upheld. There are no specific trends in relation to the outstanding Ombudsman cases.
- 4.4.7 Local Government and Social Care Ombudsman (LGSCO) launched its Complaint's Handling Code ("the Code") in February 2024. The Code has been

issued as “advice and guidance” for all local councils in England. Whilst adoption is not statutory, the LGSCO, state that councils should consider the Code when developing complaint handling policies and procedures and when responding to complaints.

- 4.4.8 The LGSCO has confirmed that it intends to start considering the Code as part of its processes from April 2026 at the earliest and that if a council decides not to follow the Code they would expect it to have a good reason for this. MHCLG have confirmed that that councils are best placed to decide whether to adopt the Code for themselves but encourages consideration for its adoption.

4.5 TENANT SATISFACTION MEASURES

- 4.5.1 The Council has completed another quarter of Tenant Satisfaction Measure (TSM) surveys, bringing the year-to-date total to 736 responses. The current margin of error stands at $\pm 3.43\%$, well within the regulatory requirement of $\pm 4.0\%$.

- 4.5.2 As seen in the table below (Figure 6), Quarter 3 results show a positive trend, with nearly all measures improving on 2024/25 scores. Notably, almost all indicators have achieved their highest performance since TSM surveys began, surpassing the previous record set in Quarter 1 2025/26.

Ref	Question	Previous Year (24/25)	Q3 2025/26	Difference (+/-)
TP01	Overall satisfaction	66.9%	76.5%	+0.7%
TP02	Repairs service overall	70.8%	79.8%	+2.7%
TP03	Speed of repairs	64.4%	76.7%	+2.1%
TP04	Home is well-maintained	67.7%	78.9%	+0.8%
TP05	Home is safe	76.4%	88%	+1.4%
TP06	Listens to views and acts	55.1%	67.2%	+2.2%
TP07	Keeps tenants informed	61.6%	75%	+3.6%
TP08	Treats tenants fairly and with respect	73.3%	86.5%	+2.9%
TP09	Complaint handling	34.1%	32.6%	-1.5%
TP10	Communal areas are clean and well-maintained	64.0%	76.9%	+1.6%
TP11	Contribution to neighbourhood	63.1%	74.5%	+4.0%
TP12	ASB handling	57.9%	69.6%	+3.0%

Fig.6

- 4.5.3 It should be noted that whilst these results currently show an improving position, analysis of the data illustrates that the Council may now be reaching a point of plateauing and the expectation is that the level of improvement will slow down or halt, and we will see quarter on quarter variances that are both positive and negative. This trend is being reported across the housing sector and has been recognised by the Regulator of Social Housing as being in line with their expectations going forward.
- 4.5.4 Analysis of responses to the two non-prescribed questions highlights:
- Drivers of high satisfaction (TP01): Good customer service, efficient repairs, and positive staff attitudes.
 - Drivers of dissatisfaction (TP01): Slow repair completion and poor communication.
- 4.5.5 The final survey wave is scheduled for February–March 2026, increasing the sample size to 1,000 responses, exceeding regulatory requirements and further strengthening the Council's understanding of tenant experience.
- 4.5.6 Performance remains consistent with long-term trends, and year-end scores are expected to surpass 2024/25 results.

4.6 STRATEGIC RISK

- 4.6.1 The strategic risks were considered by Corporate Risk Group on 5 February 2026 and are due to be considered by the Audit Committee at its meeting on 24 March 2026.
- 4.6.2 The Audit Committee receives a detailed Strategic Risk Report each quarter. The report to the Audit Committee considers the actions which have been identified to mitigate each of the identified risks and the progress of those actions. Changes to the way risk is managed at the Council are also highlighted and considered by the Audit Committee. Where the Committee raises specific concerns about the risks or the process for managing them, these are highlighted to the Cabinet within this quarterly report.

HIGHLIGHTED RISKS

- 4.6.3 The strategic risk relating to Balancing the Budget has been reviewed in light of the Fair Funding Settlement and the certainty that provides regarding Government funding for the next three years.
- 4.6.4 Consideration is also being given to how risks relating to Council companies are captured within the Strategic Risk Register

5 IMPLICATIONS

5.1 FINANCIAL IMPLICATIONS

- 5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting financial implications. Any financial impact of the under/over achievement of Corporate Performance Indicators will be reported as part of the Quarterly Monitoring report.

5.2 LEGAL IMPLICATIONS

- 5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting legal implications.

5.3 EQUALITIES AND DIVERSITY IMPLICATIONS

- 5.3.1 There are no direct equality, diversity and inclusion implications arising from this report. Where required, Equality Impact Assessments will be completed for programmes, projects, service changes and improvement activity identified.

5.4 RISK IMPLICATIONS

- 5.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). However, officers responsible for implementing any improvement activity set out within this report will need to consider any risk implications that arise.
- 5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and provides good governance assurance.

5.5 CLIMATE CHANGE IMPLICATIONS

- 5.5.1 The Council declared a climate change emergency in June 2019 with a resolution to work towards a target of achieving net zero emissions by 2030. There are no direct climate change implications arising from this report, except for those activities that seek to have a positive impact in this area, and the officers responsible for delivering the improvements are charged with identifying and addressing any related climate change considerations.

5.6 OTHER CORPORATE IMPLICATIONS

- 5.6.1 Implementing the priorities and improvement activity outlined in this report may impact on the development of future policy or procedure, which will be monitored through the formal policy/procedure sign-off process via the Senior Leadership Team (SLT).

6 BACKGROUND DOCUMENTS

- Strategic Risk Register (Part II Audit Committee Report)
- Annual Governance Statement 2024/25
- MSEB Corporate Performance Suite 2025/26
- MSEB Priorities & Projects 2025/26
- Local Outcomes Framework

7 APPENDICES

- Appendix A – Quarter Three Corporate Performance Compendium
- Appendix B – Quarter Three Ombudsman Case Update