

# Cheltenham Borough Council Cabinet Housing Committee

**Meeting date:** 24 September 2025

**Meeting time:** 6.00 pm

**Meeting venue:** Council Chamber - Municipal Offices

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## **Membership:**

Councillor Glenn Andrews, Councillor Flo Clucas, Councillor Jan Foster, Councillor Julian Tooke (Chair) and Councillor Suzanne Williams (Vice-Chair)

Ian Mason (Tenant Representative) and Agnieszka Wisniewska (Tenant Representative)

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**Contact:** [democraticservices@cheltenham.gov.uk](mailto:democraticservices@cheltenham.gov.uk)

**Phone:** 01242 264 246

- 1 Apologies**
- 2 Declarations of interest**
- 3 Public and Member Questions**
- 4 Appointment of Leasehold Representative**
- 5 Minutes of the last meeting (Pages 3 - 10)**
- 6 CEO/Director Briefing (Verbal)**
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# Cabinet Housing Committee Minutes

**Meeting date:** 16 July 2025

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**Present:**

**Councillors:**

Glenn Andrews, Jan Foster, Julian Tooke (Chair) and Suzanne Williams (Vice-Chair)

**Cooptees:**

Ian Mason and Agnieszka Wisniewska

**Councillors:**

Rowena Hay (Leader)

**Also in attendance:**

Gemma Bell (Director of Finance, Assets and Climate (Deputy S151 Officer)), Gareth Edmundson (Chief Executive), Lianne Hearn (Benefits and Money Advice Team Leader), Claire Hughes (Director of Governance, Housing and Communities), Paul Leo (Interim Director Housing Transformation), Ellen Pollicott (Community Investment Manager), Justine Skitt (Tenancy Management Team Leader), Caroline Walker (Director of Housing, Customer and Community Services) and Matt Ward (Head of Housing Services)

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## 1 Apologies

Apologies were received from Councillor Flo Clucas and Bozena Tarnawska.

## 2 Declarations of interest

Ian Mason declared that he is the chair of the Monkscroft Community Action Group, which has received £9k from the community fund of Cheltenham Borough Council (CBC).

## 3 Public and Member Questions

One public question had been submitted; the response was taken as read.

**Question from Ian Mason, Tenant Representative to the Cabinet Housing Committee:**

In the light of recent incidents involving the key-fob entry system which have resulted in residents' safety being compromised, compounded by technical issues resulting in residents being unable to gain entry to their homes, can I ask for an urgent update from the housing service. What remedial action is being taken? What mitigations are in place to protect residents' safety? & What is the timescale for this work to be completed?

**Response from Caroline Walker, Director of Housing – Customer and Community Services:**

The issues at Monkscroft are being investigated. The key fob readers may be presenting an issue, and we are currently exploring options to rectify this and will keep the tenant representative informed.

Historically, there have been issues with network connectivity, these have been addressed by changing the network provider and replacing the modems and SIM cards in the area.

It is worth noting that if there is a breakdown on one of the doors/gates and residents are declined access, an electrician will attend and turn off the system so that tenants and leaseholders can access their properties. The contractor will attend to rectify faults with the door entry system within 24 hours, however, first time fix may not be possible if the equipment needs to be removed from site, repaired and then reinstalled.

We have known for a long time now that our equipment is very old and obsolete. I recommend that strong consideration be made to replace all of our existing doors, door entry systems and intercoms.

**Supplementary Question:**

Is the equipment being old and obsolete the cause of lengthy delays in repairing problems with doors following repeated callouts, which on occasion have taken over a year. Will the full replacement of all existing doors be further down the road?

**Response from Caroline Walker, Director of Housing – Customer and Community Services:**

Thank you for raising the issue. We recognise that we need to get better at responding to reported issues quickly. Repairs have become increasingly difficult, and parts have had to be removed for repair off-site. We are happy to review what has happened on specific occasions separately if details are provided. Replacement of the system as a whole will need to be considered to ensure the timing is right and it is prioritised against other planned maintenance. This will be informed by data from the stock condition surveys as part of the planned maintenance programme, which should include the replacement of doors.

#### **4 Minutes of the last meeting**

To approve the minutes of the meeting held on 11<sup>th</sup> June 2025.

**RESOLVED THAT The minutes of the meeting held on 11 June 2025 were signed as a correct record.**

#### **5 CEO/Director Briefing (Verbal)**

**Objective:** An update from the Chief Executive and Director on key issues which may be of interest to the Cabinet Housing Committee.

The Chief Executive addressed the Committee and highlighted that:

- It has been a year since housing services were transferred back into the council. There has been significant progress but also challenges over the last 12 months and significant work to do in terms of our improvement journey. There have been some huge positives, including the progress made on the programme of stock condition surveys, and the strides made in improving and understanding our position on compliance and how we address issues.
- Whilst we are not fully through the journey around savings generated, almost £2m savings have been projected from combining pensions. This will provide greater choice in the future for both the General Fund and the Housing Revenue Account (HRA) in terms of financial resilience and where the council chooses to invest.
- We are also seeing the benefits of the combining the strength in capacity and technical knowledge of both organisations. This has been particularly evident in the essential delivery of new homes which is critical in responding to the housing crisis, for example at 320 Swindon Road, which will begin construction later in the year after significant delays.
- There are still challenges ahead and we are continuing to adjust and respond to the new regulatory environment. The first priority will always be the safety and compliance of homes, and it is important to restate that commitment at this significant point. As we review the other Consumer Standards as a collective we will continue to drive for improvement with a clear goal of being a C1 rated housing provider and an exemplar for our tenants, residents and the other providers we work alongside in Cheltenham and beyond. The expectation for the years ahead is that we will reach that standard.
- Bringing together 450 colleagues is a challenge for an organisation's culture and we are continuing to develop our integrated culture. Great work has been done together on developing new organisational values and behaviours and we are seeing progress. There have been some staffing changes during this journey but believe that the foundations for success have been built over the last 12 months. Remain incredibly grateful to housing teams and everybody within the organisation on how we have faced up to challenges and continue our improvement journey. Confident that if we continue to show the same tenacity as the last 12 months we will deliver against our aims.

- Incredibly grateful to the teams on a day-to-day basis who make sure residents are safe in their homes and continue to deliver an excellent service.

The Director of Governance, Housing and Communities addressed the Committee and highlighted that:

- An all-housing team meeting had been held, and it had been brilliant to get everyone in the same room. All of the team are engaged and dedicated to delivering great services, with positive challenge as activities were carried out to consider things we think we can improve.
- Next week we will be going out to advert with a number of posts including a senior management position for Head of Repairs, Maintenance and Improvements, two Operation Manager posts (to oversee repairs and voids, and technical and investment respectively), and a Head of Property Compliance. We hope that we will get good applications to bring stability to that side of the housing service. In the interim Pennington Choices have been engaged to provide additional support, advice and assurance to the existing compliance team whilst they do not have a manager. Also aiming to appoint someone to oversee the technical, investment and planned maintenance teams on an interim basis whilst recruitment is carried out.
- The Head of Housing Services has taken over management of voids to address ongoing delays. This is now moving in the right direction with 12 voids brought back in for reletting, and 16 due back in the next two weeks. The Leader has also signed a decision notice to appoint a new contractor focused on voids. Thanks to everyone who has worked tirelessly in this area.
- On the 17 July a new monthly housing leadership team walkabout will begin to allow tenants the opportunity to talk to members of the team and provide feedback. The Director of Governance, Housing and Communities, Director of Housing – Customer and Community Services, Interim Housing Transformation Director, and Head of Housing Services will be visiting Moors Avenue, St. Peters Close and Yarmouth Terrace between 11am and 1pm. This has been advertised via social media. Walkabouts will be carried out monthly at different locations until Christmas.

In response to Members' questions, the Director of Governance, Housing and Communities confirmed:

- The walkabout locations have only been confirmed on the 16 July to ensure that the areas cannot be prepared in advance. The relevant Ward Members will be informed of the visit.

### **6 Tenant and Leaseholder Voice Plan**

**Objective:** To provide committee with an opportunity to review and feedback on the Customer Engagement Strategy before it is submitted to Cabinet.

The Community Investment Manager introduced the new Tenant and Leaseholder Voice Plan for 2025–2028 created in collaboration with Campbell Tickell and the Comms Team. She explained that it outlines how the housing service will work with

tenants and leaseholders to shape the services provided and reflects the council's responsibilities in the Tenant Satisfaction Measures (TSMs) and the Consumer Standards. The plan outlines four core priorities – empowerment to give tenants real influence in decision making, inclusion to ensure that everyone including underrepresented communities' voices are heard, communities to build stronger connections, and improvement to ensure we continue to adapt to feedback. It expands our offer and creates more flexible ways for residents to be involved. A Resident Engagement Officer has been recruited who will support in the delivery of the plan. Success and progress will be measured against engagement levels, diversity, satisfaction trends and tracking how feedback leads to policy change and improves services.

The Committee's discussion raised the following points:

- Highlighted that the housing service is about people not buildings, and this work being carried out is the vital link. It is great to see all the opportunities and support being provided to tenants now compared to decades ago.
- Alongside the formal structure it is great to see that colleagues and tenants have the ability to get together and share ideas and feedback in an informal setting.

**The Cabinet Housing Committee UNANIMOUSLY recommended that Cabinet adopt the Tenant and Leaseholder Voice Plan.**

### **7 Tenancy Policy and Decant (required move) Policy**

**Objective:** To provide committee with an opportunity to review and feedback on the Tenancy Policy and Decant (required move) Policy before they are submitted to Cabinet.

The Tenancy Management Team Leader introduced the new Tenancy Policy and explained that it is an overarching policy that ensures tenants are aware of their rights. It explains CBC's approach to the types of tenancies granted, the security of their tenure, how to end tenancies, how to change tenancies, mutual exchanges, successions, and lodgers and subletting. Alongside each of these areas will be a process procedure for colleagues to follow to ensure we are delivering the same service for tenants. There is also a complaints and appeals process included. The separate procedures will allow us to respond quickly to feedback if issues are identified, without the need to bring the full policy back to Cabinet.

The Tenancy Management Team Leader introduced the new and Decant (required move) Policy and explained it outlines when and why we would move tenants to a different property on a temporary or permanent basis. The policy also includes a complaints and appeals process. A detailed process and procedure sit behind the policy that has been reviewed by the Empty Homes Team, Planned Maintenance Team and Repairs Team to ensure we are working together to provide the best service for tenants.

The Committee's discussion raised the following points:

- The Decant (required move) Policy does not apply to situations where tenants need to move due to changes in their circumstances, for example the need for accessibility adaptations. These situations would instead be handled through the tenants approaching the Housing Options Team, who will arrange a transfer between properties after determining their priority level. Decant (required moves) specifically relates to situations where a property is no longer suitable, normally due to the condition of the property.

**The Cabinet Housing Committee UNANIMOUSLY recommended that Cabinet adopt the Tenancy Policy and Decant (required move) Policy**

### **8 Tenant Satisfaction Measures 2024/25 Submission**

**Objective:** For information committee members will be provided with a copy of the full TSM submission made to the Regulator for 2024/25 (deadline for submission 30 June 2025).

The Director of Governance, Housing and Communities introduced the annual Tenant Satisfaction Measures (TSM) submission to the Regulator for Social Housing for 2024/25. She noted that this reflected the position as of 31 March 2025 and that benchmarking information on this data will be provided to the Committee in the future. She explained that the intention in future years will be to share this document with the Committee prior to submission.

### **9 End of Year 2024-2025 Housing Revenue Account (HRA) Budget Monitoring Report and Rent Collection Update**

1. **Objective:** To provide a monitoring position statement for the HRA against the budget approved by Council on 23 February 2024, highlighting any key variances, together with an update on rent collection performance for the financial year 2024/25

The Director of Finance & Assets introduced the Housing Revenue Account (HRA) outturn report for 2024-25 against the revised budget approved by Council in February 2025 (originally approved before the transition of housing service in February 2024). The revised budget forecast the HRA would generate an £89k surplus in year which would maintain the revenue reserve at just over £1m. Historically the target has been at £1.5m and forecasts had shown this would drop in the medium-term. Efficiencies achieved through bringing the housing service back in-house will be key to recovering that reserve. As the operating accounts show a deficit of £332k has been reported which has taken the reserves down to just over £600k. The main drivers of this deficit are delays in void turnarounds, including additional council tax liabilities and rent loss, and the structure of the original budget where slippage in funded planned maintenance has led to more costs being charged to the HRA for reactive repairs. This overspend shows the importance of having really accurate data and forecasting, which will be provided through the changes to the service area currently being undertaken. Whilst this is not ideal, similar issues



with the general balances have been overcome in recent years and the same discipline will be applied to the HRA with a full review of the structure of the budget, the data underpinning forecasts and the feasibility of savings post-transition. There is a balance to be struck between addressing compliance and safety and continuing to be financially sustainable.

The Committee's discussion raised the following points:

- The change from the forecast in February is due to what the Finance Team have been able to draw and utilise from the housing management system, QL. A significant amount of work has been carried out on the inputs into the system and as data improvements continue, we are confident that forecasting will be better.
- The Local Government Pension Scheme (LGPS) is subject to a triennial evaluation which will occur in the 2025-26 financial year. It is anticipated that the output of this evaluation will see savings in both the general fund and HRA from the 1 April 2026.
- The data from the stock condition surveys will inform the planned maintenance programme. Once this data is in QL the cost implications will be included within the next forecast.
- CBH reserves have supported a lot of transition activity during the last year. The CBH draft accounts are currently being finalised, with audit scheduled for August, and will be published in due course.
- Provision of bad debt has seen a huge improvement over the last year, with the amount of write offs reduced due to the teams' positive performance. Aware of the current national challenges but are comfortable with the position of the bad debt provision.

The Head of Housing Services provided a presentation on rent collection performance for 2024-25. He highlighted how the Rent Accounting Team, Income Team, Benefits and Money Advice Team and Training and Employment Services work to support tenants through a range of mechanisms, sustain tenancies and recover rent arrears. He explained what steps had been taken over the last year and the improvements in figures that had resulted.

The Committee's discussion raised the following points:

- It was fantastic to see the community support and training and employment measures provided, reflecting that social responsibility sits alongside rent collection.
- Repayments are commonly paid to tenants due to overpayments made during rent-free weeks and to address backdated payments from the Department of Work and Pensions (DWP).
- The Tenant Representative's personal experience of the benefits brought by the Money and Benefits Advice Team and the Skills Hub was highlighted. They are excellent initiatives that have helped many tenants gain jobs and have changed peoples' lives.

## **10 Updates from the Tenant and Leaseholder Panels**

**Objective:** To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.

The Chair noted that the Leasehold Representative had provided an update following the most recent Leaseholder Panel which had highlighted questions around service charge transparency and work quality, which had recently been discussed at the last meeting of the Cabinet Housing Committee. He welcomed the fact that leaseholders had been encouraged to report issues early. Requests had also been made for clearer guidance on leaseholder rights.

The Director of Governance, Housing and Communities commented that as part of the work being undertaken on the Consumer Standards and the improvement plan a successful workshop had been held with officers last week looking at one of the Standards and identifying gaps. She noted that some of the things identified also reflected issues raised by the Tenant and Leaseholder Panels. Two more workshops are scheduled to review the remaining Standards and, once completed, an action plan will be developed and shared with the Committee, tenants and leaseholders to address the issues being raised.

The Tenant Representative noted that the next meeting of the Tenant Panel will be taking place on the next day, so she will provide an update at the next meeting.

## **11 Review of the Housing Committee Forward Plan**

The Housing Committee Forward Plan was noted.

## **12 Items to be referred to Cabinet**

The Cabinet Housing Committee referred the following items to Cabinet for adoption:

- Tenant and Leaseholder Voice Plan
- Tenancy Policy
- Decant (required move) Policy

## **13 Briefing Note - Housing Sector Insight**

**Objective:** To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.

The Director of Governance, Housing and Communities noted that the world of housing is changing rapidly at the moment with many government announcements. As many as possible have been captured within this briefing document, but any missing will be included within the next briefing note.

## Cheltenham Borough Council

### Cabinet Housing Committee – 24 September 2025

## Proposed performance framework and performance data for August 2025

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#### Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

#### Accountable officer:

Claire Hughes – Director of Governance, Housing and Communities

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#### Executive summary:

The purpose of this report is to provide a clear overview of the new proposed performance framework and to present the first, newly automated, compliance report for August 2025 alongside additional KPI's.

#### Recommendations:

1. To approve the following performance framework process:

The performance framework will have several key components. These will be delivered in phases

- A monthly reporting process (Phase 1)
  - A compliance report which gives a snapshot of compliance
  - Strategic KPI report that shows additional metrics and trends at a glance
- An exceptions process (Phase 2)
- An annual review and reporting process (Phase 3)

Once published, where applicable, KPI's should be linked to the CBC corporate strategy, and any strategic objectives that are developed within the housing directorate.

2. To review section 3 of this report, and Appendix 3 which provides the first compliance performance report (as part of Phase 1) and provide any comment and feedback as required
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## 1 Background

- 1.1 As part of our improvement journey, we have identified a need for a more robust performance framework that can monitor compliance metrics and other KPI's, at both a strategic and operational level.
- 1.2 In addition to this process, as live dashboards are available for managers to access and review data in real time, this should support decision making and planning.
- 1.3 A number of KPI's need to be reported on nationally, either quarterly, annually or bi-annually. As such, any performance reporting must measure the relevant performance indicators, this will ensure that CBC is aware of what it will be reporting to the regulator, and it helps guide us in terms of what compliance metrics we should focus on. A full list of Metrics can be found in Appendix 2.
- 1.4 Locally, there is a need to ensure that as a Council and landlord we understand our performance data and monitor compliance at both an operational and strategic level to ensure that we can provide the best service to tenants and leaseholders.
  - 1.4.1 Operational - Being on top of the data and having a data informed culture means that officers should be able to promptly identify issues and risks at an operational level and ensure that appropriate solutions are in place as necessary.
  - 1.4.2 Strategic - At a strategic level, this performance framework should ensure that elected members and the leadership team can see trends, understand where further analysis needs to be conducted and hold managers to account on their business areas. Furthermore, understanding performance allows CBC to be able to monitor objectives and celebrate success.
- 1.5 We also want to ensure that we monitor performance so we can be transparent with our communities, specifically tenants and leaseholders. Annually, as will be discussed below, CBC update the community through the Annual Tenants report, this performance framework aims to support the writing of that document ensuring that we can provide an honest picture as to how housing services have performed over the year.

## 2 Main content

### 2.1 Performance management – monitoring and review

2.1.1 Each report would follow the below cycle:



2.1.2 This will be a four-week cycle, allowing time for analysis in the first week, and the production of reports and then approval of said reports throughout the subsequent weeks. Below are the meetings that reports will go to, as referenced in the cycle.



## **2.2 Monthly reporting process:**

- 2.2.1 Strategic KPI's will show data across a 12-month period, each month adding the most recent data. This will allow colleagues to be able to review trends and understand any seasonality.
- 2.2.2 A set of KPI's will relate to tenant measures, one to property compliance and another to an overall housing strategy. We have ensured that we have correlated these reports with the regulatory returns (such as the TSM's) that we are required to report on.
- 2.2.3 There will be an automated report for each of the above, which will show a snapshot, from that month of where CBC is compliant. Due to its regulatory requirements, we have started with the compliance report, the first edition of which is available in Appendix 3. Automated reports for housing strategy and tenant measures will follow, however an interim report has been provided in Appendix 5, however this has been produced somewhat more manually. In addition, a trend report will be produced once we have the first quarters worth of automated data in the proposed new format.
- 2.2.4 Each report will be generated through datahub, which draws its information directly from QL. This means that there is far less room for error as QL is then the one source of the truth, provided the data is imputed correctly. The inputting of data will be monitored through regular compliance checks (as recently completed by Pennington's).
- 2.2.5 The close date for reporting will be the 30th/31<sup>st</sup> of each month with a report to be ready from the 2<sup>nd</sup> of the month.
- 2.2.6 In addition to these KPI's, an exceptions process will be set up.

## **2.3 Exceptions process:**

- 2.3.1 Service area managers within housing will agree with the Director of Governance, Housing and Communities and the Governance, Risk and Assurance manager, a number of KPI's that they will monitor within their own business area.
- 2.3.2 They will monitor these KPI's/data metrics and highlight any concerns they have in the data, through the below governance structure. Alternatively, it may be that an analyst has identified a concern in the data, this is then raised with the manager, and it is agreed if this will be escalated as an exception. This will allow analysts, and managers to raise metrics, outside of the KPI's, to strategic groups for discussion and if appropriate, relevant action.
- 2.3.3 Relevant reasons to highlight data that is considered exceptional include:
  - The trend of the data is heading in the wrong direction (for example the data shows the numbers are declining when they should be increasing) for a period of 3 months or more
  - Data is not available or there is an issue with the data compliance
  - Managers may have included an upper or lower limit in their data (for example if stage 2 complaints were to go above a certain number in one month) this could be a trigger for an exception to be raised

- Data has been consistently below target for a period of 3 months or more
  - Data does not meet regulatory compliance standards
- 2.3.4 Once discussed at relevant meetings (governance structure outlined above), it will then be agreed how that metric will be monitored. Several options could occur:
- The metric is discussed, and it is considered to be in hand by the department area and will be updated on in 3 to 6 months' time
  - The metric is discussed, actions are set and will be updated on in 3 to 6 months' time
  - The metric will be monitored at a selected meeting on a monthly basis
- 2.3.5 How the exception is monitored should be captured in action logs or minutes from the relevant meetings.
- 2.3.6 As part of this exceptions process, analysts will work with business areas to ensure that they have the appropriate means to monitor their performance. Business areas should be monitoring their performance through live dashboards that link directly to QL data, these will be developed as part of Phase 2. Business areas should avoid monitoring their data on stand-alone spreadsheets.

## **2.4 Annual reporting Process**

- 2.4.1 As has been done in previous years, CBC will continue to report on Housing in Cheltenham to tenants on an annual basis.
- 2.4.2 This report should, going forward, be a summary of the data that is reviewed within this performance framework (in a format that is accessible to the public) and also the TSM Acuity reports.
- 2.4.3 As part of the annual reporting process, Service area managers will be asked to review their KPI's to assess if they are still applicable and relevant.
- 2.4.4 Strategic KPI's will also be reviewed, some may be removed (for example if some metrics are consistently achieving their target with little variation, they could just be reviewed by Service area managers and form part of the exceptions process). Other metrics may be added if they are consistently raised as an exception.
- 2.4.5 The cabinet housing committee will be provided with the annual report to tenants and leaseholders, alongside a summary of actions that have taken place that year. They will also be provided an updated information sheet yearly to ensure that they have all the information and context they need on housing within Cheltenham.
- 2.4.6 The annual report for the 24/25 year is due imminently and the final copy is now with printers ready to be published. The next review date for KPI's will be May-June 2026 ahead of the annual reporting for 25/26.

### 3 August 2025 Performance data

#### 3.1 Compliance report

3.1.1 Two areas of non-compliance have been identified in this month's compliance report. All other areas are compliant and therefore additional comment has not been provided.

- Proportion of homes for which all gas safety checks have been carried out. This is as a result of 4 outstanding gas checks. Three of these are wrapped up in legal proceedings, and one there is no access due to a long-term absence of the tenant. This context means that there are no immediate concerns over this metric as they are being managed appropriately. However, this will be monitored over the coming months. From the breakdown of 'CBH' and 'CBC' properties we can see all these properties currently fall under CBC ownership.
- EICR (5-year programme): For domestic cases, there are 17 that are non-compliant, however these are non-compliant with internal policy and not legislation. The one block that is identified as non-compliant in the report is non-compliant with legislation. This involves an issue with the communal electrical supply which is under active investigation to trace the problem. Engineers are continuing to attend the block in question. As of 10/09/2025 the EICR has since been issued.

3.1.2 In addition to these two areas of non-compliance, there are also a number of outstanding actions (these can be seen in page two of the compliance report, appendix 3)

3.1.3 Fire risk actions (see appendix 4 for more detail) – all current fire risk actions are now documented through the new compliance scorecard, however legacy actions are still being documented manually, therefore all have been combined in one table (appendix 4).

3.1.4 Current risk actions – these are risks that have arisen since the new fire risk action system has been in place (April 2025).

- 4 high risk - two that relate to personal evacuation plans and two that relate to compartmentation and ineffective self-closing device to a door. The two related to personal evacuations plans are complete as of 08/09/2025. One high risk has been reduced to medium as of 10/09/2025. The final outstanding risk has been added to the compartmentation contract.
- 7 medium risk – Three of these are complete as of 08/09/2025. Two, the risk has been mitigated, however we are still awaiting formal documentation. The two outstanding risks are complex in nature and managers are working on an appropriate solution, when there are updates these will be provided.

3.1.5 Legacy risk actions – These are risks that occurred prior to April 2025, they cannot be monitored through the new system, hence why they have been documented separately. There are still 49 outstanding fire risk actions, nine of these are marked as high risk as per their original assessment, however mitigations are in place for all 9 and therefore all high-risk elements have been removed, resulting in a residual risk level of either medium



or low. 34 are medium risk and six are low risk/planned risk actions. These actions continued to be reviewed twice a week and fall into three categories:

- Doors – The contractor is now delivering outstanding fire doors and remaining doors for 'high risk' actions will be fitted by 19 September. Two doors for leaseholder flats are being installed on 18 September. An injunction is being obtained for one flat where access has not been given.
- Compartmentation: A contract is now in place to complete all compartmentation works. Contractors will start on site in mid-October. Work will commence on the 'high risk' block before moving to the other four blocks. Work will take around 10 weeks to complete in totality. All locations have been checked to ensure mitigation measures are in place. These include additional smoke detectors where appropriate.
- Windows: 20 FRA actions relate to windows within escape routes. 76 windows need replacing. The contractor has started to manufacture of all windows. Installation will start on 20 October and is due for completion within 5 weeks. The contractor will keep the dates under review and will try and bring forward the programme if possible. The blocks have a stay put policy in the event of fire. This is designed to ensure the safety of residents in the event of a fire in another flat and the risk to the escape routes.

3.1.6 For full details on all of the fire risk actions, and their current mitigations, please see the table in Appendix 5.

3.1.7 Gas actions – there are two outstanding gas actions, however the gas fire in these properties has been capped off so there is no risk to tenants. The actions relate to decommissioned gas fires, and we are just awaiting one tenant to confirm if they would like the fire replaced or removed, and for the other we are just arranging a date for replacement.

3.1.8 In the future you will see additional actions within the compliance report, at this time they are not automated therefore cannot be reported through datahub as that take data directly from QL. They are still monitored by the compliance team. The programme order for automating these actions is as follows:

1. Fire risk actions (complete)
2. Gas safety actions (complete)
3. Electrical remedial actions
4. Asbestos remedial actions
5. Water remedial actions
6. Lift check actions

3.1.9 In addition, our data analysts and housing colleagues are currently reviewing data in relation to Damp Mold and Condensation – all of this information will be included in future reports, however at this time we want to ensure that we are reviewing the right KPI's in light of Awaab's Law. This data would also need to be automated in order to be provided within the compliance report.

### 3.2 Additional KPI's

3.2.1 Areas of exception (please see appendix 6 for full details on KPI's). At present, no new targets have been set for this year, this will be worked on alongside the programme of work to automate the reporting for these KPI's. Exceptions have been raised below based on trend or outliers.

3.2.2 Data provided reviews April-July 2025. When the reporting has been automated we will be able to present data with less of a lag.

- Void Numbers – the number of voids has been steadily increasing since April 2025 reaching 172 in July 2025, there is a lot of ongoing work regarding voids and in the next report the committee will see that the trend has now started to decrease, there were 164 voids at the end of August and a further 24 waiting to be let.
- Number of homelessness applications made – The number spikes in July 2025 to 54 which is a significant increase from June 2025, this is likely to increase in the winter months, and there is a current associated risk on the corporate risk register regarding demand for accommodation to meet housing need. This does appear to be a national trend but should be monitored.
- Housing revenues (arrears levels, number of arrears, former tenant arrears) – all showing a trend opposite to the desired direction, further work should be done to understand how this compares with previous years.
- TSM emergency repairs completed within target – consistently sitting under 90%, this needs to be higher in order to meet customer expectations and improve the overall service we provide \*

\*Additional work is required regarding repairs statistics, a number of metrics have not been included in this report as we cannot be confident that the data is accurate. Further work will be done during September to ensure that the data inputted is correct, additional assurances will be provided when the data is automated.

## 4 Key risks

5.1 Please see appendix 1.

**Report author:**

Victoria Bishop, Governance Risk and Assurance Manager

**Appendices:**

- i. Risk Assessment
- ii. National reporting requirements
- iii. Compliance performance report
- iv. Fire risk actions
- v. Full list of risk actions and mitigations
- vi. Additional KPI's report

## Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
01	Without a clear performance framework, compliance issues may not be appropriately monitored, and we may have further regulatory concerns	Claire Hughes	5	1	5	Reduce	Performance framework development has begun, it has had a lot of consultation so provided it is approved this risk will be fully mitigated	Victoria Bishop	01
02	Risk of data not being inputted correctly, and the wrong data being presented to committee and going public	Victoria Bishop	5	2	10	Reduce	Process mapping being conducted and more processes are being automated. Data validation process has taken place and plan in place for regular validation.		02

## Appendix 2. National reporting requirements

Ref	KPI	Reporting requirement
<b>TSM</b>	BS01 Proportion of homes for which all required gas safety checks have been carried out (%)	Annually
<b>TSM</b>	BS02 Proportion of homes for which all required fire risk assessments have been carried out (%)	Annually
<b>TSM</b>	BS03 Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out (%)	Annually
<b>TSM</b>	BS04 Proportion of homes for which all required legionella risk assessments have been carried out (%)	Annually
<b>TSM</b>	BS05 Proportion of homes for which all required communal passenger lift safety checks have been carried out (%)	Annually
<b>TSM</b>	RP01 Proportion of homes that do not meet the Decent Homes Standard [LCRA only] (%)	Annually
<b>TSM</b>	RP02 Proportion of non-emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	Annually
<b>TSM</b>	RP02 Proportion of emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	Annually
<b>TSM</b>	NM01 Number of anti-social behaviour cases opened (per 1,000 homes)	Annually
<b>TSM</b>	NM01 Number of anti-social behaviour cases that involve hate incidents opened (per 1,000 homes)	Annually
<b>TSM</b>	TP01 Proportion of respondents who report that they are satisfied with the overall service from their landlord	Annually
<b>TSM</b>	TP02 Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	Annually
<b>TSM</b>	TP03 Proportion of respondents who have received a repair in the last 12 months who report that they are	Annually

	satisfied with the time taken to complete their most recent repair	
<b>TSM</b>	TP04 Proportion of respondents who report that they are satisfied that their home is well maintained	Annually
<b>TSM</b>	TP05 Proportion of respondents who report that they are satisfied that their home is safe	Annually
<b>TSM</b>	TP06 Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	Annually
<b>TSM</b>	TP07 Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	Annually
<b>TSM</b>	TP08 Proportion of respondents who report that they agree their landlord treats them fairly and with respect	Annually
<b>TSM</b>	TP09 Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	Annually
<b>TSM</b>	TP10 Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	Annually
<b>TSM</b>	TP11 Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	Annually
<b>TSM</b>	TP12 Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	Annually
<b>TSM</b>	CH01 Number of stage one complaints received (per 1,000 homes)	Annually
<b>TSM</b>	CH01 Number of stage two complaints received (per 1,000 homes)	Annually
<b>TSM</b>	CH02 Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (%)	Annually
<b>TSM</b>	CH02 Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling	Annually

	Code timescales (%)	
	Fire Safety Remediation Survey	Quarterly
	Quarterly collection on the new build dwellings inspected by local authority districts for building control reasons	Quarterly
	Quarterly information on the new build dwellings inspected by Approved Inspectors for building control reasons	Quarterly
	Quarterly information on applications and decisions for developments which are termed 'county matters' i.e. those which relate to minerals and waste and associated developments	Quarterly
	Quarterly information on applications and decisions for developments which are termed 'district matters'	Quarterly
	Twice yearly count of the number of caravans lived in by Travellers on authorised (socially rented or privately funded) and unauthorised sites (unauthorised developments and unauthorised encampments) across local authority districts in England.	Twice a year
	Annual collection on a range of housing information in local authority districts, including local authority owned stock and changes to it through the year, lettings, waiting lists, vacant properties, condition, expenditure and new supply.	Annually
	Annual collection on a range of housing information in local authority districts, including local authority owned stock and changes to it through the year, lettings, waiting lists, vacant properties, condition, expenditure and new supply.	Annually
	Annual collection on the changes in dwelling stock in local authorities area including number of dwellings by tenure at the start of the financial year, additions and losses to the stock and the net change due to gains and losses	Annually
	Annual collection reporting the size of designated Green Belt land and any amendments to the estimated area for local authorities with designated Green Belt.	Annually

	Annual collection on the changes in dwelling stock in local authorities area including number of dwellings by tenure at the start of the financial year, additions and losses to the stock and the net change due to gains and Losses	Annually
	Annual collection estimating the number of people sleeping rough (and their demographic characteristics) in the local authority on a typical night between 1 October and 30 November. Note that local authority data is verified by an organisation called Homeless Link (a national membership charity for organisations working directly with people who become homeless in England).	Annually
<b>LAHS</b>	<p>Local Authority Housing Statistics (LAHS) is an annual data collection returned by local authorities in England. The statistics cover a range of topics on local authority housing, split into various sections.</p> <p>LAHS is made up of 11 sections</p> <p>Section A – Dwelling Stock</p> <p>Section B – Disposals (Sales and transfers)</p> <p>Section C – Allocations</p> <p>Section D – Lettings, Nominations and Mobility Schemes</p> <p>Section E – Vacants</p> <p>Section F – Condition of Dwelling stock</p> <p>Section G – Stock Management</p> <p>Section H- Local Authority Rent arrears</p> <p>Section I – Provision of New build affordable Housing: Completions</p> <p>Section J – Provision of New build affordable housing: Starts on site</p> <p>Section K – Tenure information on gains and losses to local authority stock</p>	Annually



<b>LADR</b>	<p>The Local Authority Data Return (LADR) is an annual census conducted by the Regulator of Social Housing (the regulator) and completed by registered Local Authority providers (providers) in England#</p> <p>LADR is made up of three sections, which are visible as separate tabs in the template and the website view in NROSH+. Guidance notes are provided for each section in the remainder of this document: Section 1: Stock information Breakdown of stock owned by the Local Authority regardless of its geographic location. Section 2: Low cost rental – rent data More detailed questions around the categorisation, rent and formula rent of the low cost rental stock reported in part 1. Section 3: Affordable Rent – rent data More detailed questions around the categorisation and rent of the Affordable Rent stock reported in part 1.</p>	Annually
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## Appendix 3. Compliance performance report

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# CHELTENHAM

## BOROUGH COUNCIL

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### Housing services

# Compliance Scorecard

## Data Frequency: Snapshot

Period Year: 2025 Period Month: 08



**Compliance Scorecard - SNAPSHOT**

Select the period that you would like to look at on the left-hand side filter panel.

Compliance Area	Compliance Scorecard													
	Metadata					Properties			Compliance		Non-Compliance		Performance Indicator	Properties due within 30 days
	Period (Year)	Period (Month)	KPI ID	Descriptor	Landlord	Total	On programme	Off Programme	In Date #	In Date %	Overdue #	Overdue %	PI	Next 30 days due total
Domestic														
KPIs (Includes leaseholder properties) - CBC/CBH														
BS01 - Proportion of Homes for which all required gas safety checks have been carried out.	2025	8	12845	KPI	CBC & CBH	4709	4428	281	4424	99.91%	4	0.09%	Non Compliant	61
BS02 - Proportion of Homes for which all required fire risk assessments have been carried out.	2025	8	12846	KPI	CBC & CBH	4709	2517	2192	2517	100%	0	0%	Compliant	0
BS03 - Proportion of Homes for which all required asbestos management surveys or re-inspections have been carried out.	2025	8	12847	KPI	CBC & CBH	4709	2238	2471	2238	100%	0	0%	Compliant	0
Electric - EICR (5 year programme)	2025	8	12789	KPI	CBC & CBH	4709	4647	62	4630	99.63%	17	0.37%	Non Compliant	1
Electric - EICR (10 year programme)	2025	8	12541	KPI	CBC & CBH	4709	3	4706	3	100%	0	0%	Compliant	0
TSMs (Tenant Satisfaction Measures) - Excludes Leaseholders														
BS01/CBC - Proportion of Homes for which all required gas safety checks have been carried out.	2025	8	12834	TSM (BS01)	CBC	4588	4340	248	4336	99.91%	4	0.09%	Non Compliant	58
BS01/CBH - Proportion of Homes for which all required gas safety checks have been carried out.	2025	8	12837	TSM (BS01)	CBH	121	88	33	88	100%	0	0%	Compliant	3
BS02/CBC - Proportion of Homes for which all required fire risk assessments have been carried out.	2025	8	12835	TSM (BS02)	CBC	4588	2483	2105	2483	100%	0	0%	Compliant	0
BS02/CBH - Proportion of Homes for which all required fire risk assessments have been carried out.	2025	8	12838	TSM (BS02)	CBH	121	34	87	34	100%	0	0%	Compliant	0
BS03/CBC - Proportion of Homes for which all required asbestos management surveys or re-inspections have been carried out.	2025	8	12836	TSM (BS03)	CBC	4588	2238	2350	2238	100%	0	0%	Compliant	
BS03/CBH - Proportion of Homes for which all required asbestos management surveys or re-inspections have been carried out.	2025	8	12839	TSM (BS03)	CBH	121	0	121	0		0		Compliant	
BS04/CBC : TSM Percentage of Water Safety Checks Compliant CBC	2025	8	12840	TSM (BS04)	CBC	4588	406	4182	406	100%	0	0%	Compliant	0
BS04/CBH : TSM Percentage of Water Safety Checks Compliant CBH	2025	8	12841	TSM (BS04)	CBH	121	0	121	0		0		Compliant	
Communal Blocks / Schemes														
BS01 - Proportion of Blocks for which all required gas safety checks have been carried out.	2025	8	0	BLOCK	CBC & CBH	546	13	533	13	100%	0	0%	Compliant	
BS04 - Percentage of Water Safety Checks Compliant CBC and CBH	2025	8	0	KPI	CBC & CBH	546	24	522	24	100%	0	0%	Compliant	0
Fire - Higher Risk Blocks	2025	8	102836	KPI	CBC & CBH	546	71	475	71	100%	0	0%	Compliant	
Fire - Lower Risk Blocks	2025	8	102834	KPI	CBC & CBH	546	378	168	378	100%	0	0%	Compliant	
Electric - EICR (5 year programme for blocks)	2025	8	0	BLOCK	CBC & CBH	546	341	205	340	99.71%	1	0.29%	Non Compliant	
Asbestos Surveys Communal Required	2025	8	102888	KPI	CBC & CBH	546	359	187	359	100%	0	0%	Compliant	0
Lifts	2025	8	0	BLOCK	CBC & CBH	546	313	233	313	100%			Compliant	

**Compliance Actions Scorecard SNAPSHOT**

<i>Actions</i>	<i>Period (Year)</i>	<i>Period (Month)</i>	<i>Number</i>	<i>In Date #</i>	<i>Overdue #</i>
Fire Risk Actions - Total	2025	8	437	426	11
Fire Risk Actions - Urgent	2025	8	0	0	0
Fire Risk Actions - High	2025	8	20	16	4
Fire Risk Actions - Medium	2025	8	228	221	7
Fire Risk Actions - Low	2025	8	189	189	0
Gas Actions - Category 2 (Landlord Responsibility)	2025	8	2	1	1
Gas Actions - Gas Actions - Category 2 (Tenant Responsibility)	2025	8	0	0	0

**Numeric KPI Scorecard Snapshot**

<i>Compliance Area</i>	<i>Period (Year)</i>	<i>Period (Month)</i>	<i>Number of Properties</i>	<i>Numeric Value</i>	<i>Percentage</i>
No. of properties with capped gas	2025	8	4709	67	1.42%
No. properties requiring gas safety checks in next 3 months	2025	8	4709	622	13.21%
% up to date stock surveys	2025	8	5098	3596	70.54%
Properties that are compliant with CO alarms (%)	2025	8	4269	4258	99.74%
Properties that are compliant with smoke alarms (%)	2025	8	4645	4642	99.94%



## Appendix 4. Fire risk actions (current and legacy)

Workstream		Total No. properties in programme	No. compliant properties	No. non-compliant properties	Compliance %	Direction of travel
Fire safety	FRAs - blocks	447	447	0	100.00	Static
	TSM: Percentage of homes covered by compliant fire risk assessments	2511	2511	0	100.00	Static
		<b>High risk actions</b>	<b>Med risk actions</b>	<b>Low/planned risk actions</b>	<b>Total</b>	
	Overdue FRAs remedial actions < 3 months	4	7	0	11	Up
	Overdue FRAs remedial actions 3-6 months	0	0	0	0	Static
	Overdue FRAs remedial actions 6-12 months	0	0	0	0	Static
	Overdue FRAs remedial actions >12 months	9*	34	6	49	Down
	<b>Total</b>	13	41	6	60	Up

















- Mitigations are in place which reduce the risk level to either medium or low. However, risk level remains marked as high as per the original assessment

## Appendix 5. Full detail of fire risk actions and risk mitigation

Action	Location	Works	Update	Mitigation in place
Action 1	London Road	2 doors to be installed	Install date 18/09/25	Simultaneous evacuation
Action 2	Spa Road	1 Flat Entrance Door	Door fitted, awaiting certification - complete	n/a complete
Action 3	Winchcome street	2 Flat Entrance Doors to be installed	Complete	Complete
Action 4	Grevil Road1	1 Kitchen Door 1 Lounge Door	Install date 19/09/25	Simultaneous evacuation
Action 5 and 6	Neptune House	6 Flat Entrance Doors to be installed	Awaiting installation date	Fire strips added externally to flat entrance doors
Action 7, 8 and 9	Coopers Court	Compartmentation works	Included in compartmentation contract due to start mid-October.	Battery operated alarms installed in void space
Medium Risk				
Action 10	Wasley Road	2 Store Doors to be fitted	1 fitted, awaiting certification 1 outstanding	n/a complete
Action 11, 12 and 13	Monkscroft	3 Store Doors to be fitted	1 fitted, awaiting certification 1 install date 12/09/25 1 outstanding	
Action 14	Orchard Way	1 Store Door to be fitted	1 outstanding	
Action 15, 19 and 20	Goldfoot House	1 Store Door to be fitted 2 Compartmentation	1 door outstanding Compartmentation included in contract due to start mid-October.	Stay put policy in place
Action 16	James Court	Electrical cupboard	1 outstanding	
Action 17	Beech House	2 doors to be fitted	2 outstanding	
Action 18	Windsor Court	Remedial Work to Doors	Outstanding	

Action 21	Barlow Road	Compartmentation	Included in compartmentation contract due to start mid-October.	Stay put policy in place
Action 22	Montpellier Spa Road	Compartmentation	Included in compartmentation contract due to start mid-October.	Simultaneous evacuation policy in place
Action 23	Popes Close	Compartmentation	Included in compartmentation contract due to start mid-October.	Stay put policy in place
Low				
Action 24	Montpellier Spa Road	Compartmentation – door/wall construction	Basement Door fitted, awaiting certification – complete	n/a complete
Action 25	Hearn Road	Compartmentation	Included in compartmentation contract due to start mid-October.	Stay put policy in place
Action 26	Coopers Court	Compartmentation	Included in compartmentation contract due to start mid-October.	Stay put policy in place
Action 27	Lynwood Court	Compartmentation	Included in compartmentation contract due to start mid-October.	Stay put policy in place
Action 28	Winchcombe Street	Compartmentation	Awaiting update from contractor	Simultaneous evacuation policy in place
Action 29	London Road	1 Flat Entrance Door to be installed	Door fitted, awaiting certification - complete	n/a complete

## Appendix 6. Additional KPI's (interim report as automated report in progress)

Cabinet Housing Committee Performance Report				Performance date: April 2025 - July 2025 (Inclusive)							
Business unit	Frequency	KPI ID	KPI short desc	Apr-25	May-25	Jun-25	Jul-25	Additional Information			
				latest	latest	latest	latest	Overall Trend	Total Year to date	Exception?	Why
Anti Social Behaviour	Monthly	10162	Number of ASB cases opened	2	4	6	4		16	N	
		10163	Number of ASB cases closed	0	0	1	0		1	N	
		12871	TSM Number of new ASB cases opened that involve hate incidents per thousand properties	0	0	0.21	0		0.21	N	
	Quarterly	12884	TSM Number of new ASB cases opened per thousand properties	0.43	0.85	1.28	0.85		3.41	N	
		12483	Number of evictions for ASB			1				N/A	
		12824	TSM % tenants satisfied with landlord approach to handling anti-social behaviour			63.06				N/A	
Benefit and Money Advice	Monthly	10167	Income generated on behalf of customer year to date	286,957.03	429,427.05	576,217.13	880,125.14		880,125.14	N	
		10190	Number of new Benefit and Money cases	43	60	51	53		207	N	
		10245	Amount of Rent Arrears Cleared year to date £s	9,943.00	17,903.74	24,233.75	29,583.78		29,583.78	N	
Community Investment	Quarterly	12767	TSM % tenants satisfied CBH listens to their views and acts upon them			69.8				N/A	
Complaints	Monthly	12879	TSM Complaints responded to within Complaint Handling Code timescales Stage 2	100	75	100	100		90.91	N	
		12885	TSM Complaints responded to within Complaint Handling Code timescales Stage 1	76	76	90.91	85.71		80.9	N	
	Quarterly	12825	TSM % tenants satisfied with landlord approach to handling complaints			38.64				N/A	
Customer Services	Monthly	12526	Total number of contact centre calls handled	4,317.00	3,862.00	3,676.00	4,059.00		15,914.00	N	
		12718	% Contact Centre Calls Answered within 60 seconds	91.99	93.53	89.99	90		91.39	N	
Empty Homes	Monthly	10066	Average time taken to relet minor void CBC properties (excluding FA and JDC) in days	108	128.25	152.13	112.57		128.67	N	
		10068	% Rent lost through CBC dwellings becoming vacant excluding temp furnished	2.52	2.73	2.61	2.68		2.63	N	
		10072	Average Time Taken to Relet Major Void and Option App CBC properties (excluding FA and JDC) in days	0	280	455	229.75		335.44	N	
		10368	Void Numbers	157	147	164	172		172	Y	Continual upwards trend
		12644	Number of downsizers moved	0	3	1	0		4	N	
Estate Services	Quarterly	12822	TSM % satisfaction of tenants with communal areas about the maintenance of the areas			76.15				N/A	



Housing Options	Monthly	10108	Number of homeless applications made	32	47	33	54		166	Y	Spike this month (to be monitored)
		10114	Number of families in Bed and Breakfast	3	0	4	1		8	N	
		10123	Number of single in Bed and Breakfast	9	6	6	7		28	N	
		10131	Total number of housing applications on the housing list	2,740.00	2,710.00	2,637.00	2,677.00		10,764.00	N	
		10132	Number of lettings from housing list applications	18	30	23	27		98	N	
		10133	Number of people moving out of supported accommodation from the Housing List	1	4	3	2		10	N	
		11427	Average days families spent in B&B	5.33	0	11.75	1		18.08	N	
		11428	Average days single spent in B&B	9.89	10.44	12.17	8		40.5	N	
		12522	Number homeless applicants housed in temporary accommodation during the month	3	4	3	2		12	N	
	Quarterly	12510	Number of new housing applications added to housing list			302			302	N/A	
Housing Revenues	Monthly	10010	Current arrears as % of rental income (excluding court costs)	2.09	1.73	2.04	2.29		2.29	N	
		10012	Current tenant arrears level (including court costs)	538,672.48	450,882.52	528,552.40	591,179.82		591,179.82	Y	Continual upwards trend
		10017	Current Number of Arrears	1,350.00	1,151.00	1,334.00	1,487.00		1,487.00	Y	Continual upwards trend
		10030	Former tenant arrears amount (includes court costs)	243,440.28	246,852.72	254,526.98	257,299.16		257,299.16	Y	Continual upwards trend
		10031	Former tenant arrears no. of cases over £10	263	269	276	282		282	Y	Continual upwards trend
		10032	Former tenant arrears cash collected (includes court costs)	5,998.21	5,128.54	6,279.21	4,672.34		22,078.30	Y	Continual downwards trend
		12545	Number of Evictions due to rent arrears	0	0	0	0		0	N	
Housing Support	Monthly	10154	% Sheltered accommodation residents with a support plan	100	100	100	100		100	N	
		10155	% of sheltered accommodation alarm system calls answered within 3 minutes	100	97.83	99.01	98.71		99.02	N	
		12803	% HSO weekly fire tests completed	100	100	100	100		100	N	
Investment and Technical	Quarterly	12831	TSM % tenants satisfaction that the home is safe			83.18				N/A	
		12832	TSM % tenants satisfaction that the home is well maintained			81.25				N/A	
Repairs	Monthly	10046	TSM % of emergency repairs completed within target	87.39	82.47	85.71	87.58		86.04	Y	Should be higher
		12810	TSM % of non emergency repairs completed within target	96.09	95.57	97.19	95.66		96.13	N	
	Quarterly	12817	TSM % satisfaction with a repair in the last 12 months prior to the survey LCRA			80.54				N/A	
		12818	TSM % satisfaction with the time taken to complete repair in the last 12 months			81.51				N/A	
Tenancy Management	Monthly	12605	Adult Safeguarding - Number Referrals Made to GCC during Period	4	6	5	3		18	N	
		12669	Adult Safeguarding - Number Referrals accepted by GCC	4	6	5	3		18	N	
		12671	Child Safeguarding - Number Referrals Made to GCC in Period	1	1	4	1		7	N	
	Quarterly	12778	TSM Overall tenant satisfaction (%)			78.6				N/A	
		12820	TSM % tenants feeling landlord keeps them informed about things that matter to them			84.88				N/A	
		12821	TSM % tenants feeling landlord treats them fairly and with respect			84.73				N/A	
		12823	TSM % tenants satisfied that CBH makes a positive contribution to the neighbourhood			77.86				N/A	
Training and Employment	Monthly	10176	Number of Employment Initiatives service users entering work	6	7	4	5		22	N	
		10350	Employment Initiatives caseload per month	139	134	115	126		514	N	

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## Cheltenham Borough Council

### Cabinet Housing Committee – 24 September 2025

### Q1 2025/26 Housing Complaints and Compliments Report

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#### Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

#### Accountable officer:

Caroline Walker, Director of Housing, Customer Services and Communities

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#### Executive summary:

This report provides an overview of housing related complaints and compliments received during quarter one 2025/26.

#### Recommendations:

1. That the report and next steps are noted by Cabinet Housing Committee.
- 

## 1 Background

Complaints data is collected monthly and reported quarterly and annually. This allows for monitoring of areas and levels of customer dissatisfaction as well as the identification of learning and service improvements.

This reporting allows for performance monitoring to ensure that we are compliant with the Housing Ombudsman Complaints Handling Code in respect of complaint management and response timescales.

## 2 Main content

In this quarter, 66 complaints were received and accepted at stage one of the housing complaints process. 62 complaints have been responded to, with 55 complaints upheld, either in their entirety or in part, and 7 were not upheld.

In this quarter 9 complaints have been responded to outside of their agreed target date.

10 cases were escalated to stage two of the complaints process in Q1. 9 stage 2 responses were sent, 7 were upheld either in their entirety or in part and 3 were not upheld.

16 compensation payments have been offered to customers at Stage 1.

5 Compensation payments have been offered to customers at Stage 2

1 payment was made as a result of a Housing Ombudsman determination.

The three areas of greatest dissatisfaction are service provided, poor communication, and contractor complaints.

24 compliments have been received during the quarter, with the majority for Repairs (7).

Poor communication has been a top 3 reason for complaints in each quarter the previous year and continues to be a contributing factor for complaints, in turn this leads to poor service for our tenants and remains the leading factor identified from the learning framework and has been the highest reason from complaints in quarter one.

There were no complaints in this quarter that were specifically equality related.

### 3 Key risks

Failure to comply with the Housing Ombudsman Complaint Handling Code and the Council complaints policy and manage complaints appropriately may result in a maladministration decision from the Ombudsman, intervention and financial penalty.

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#### Report author:

Caroline Walker, Director of Housing, Customer Services and Communities,  
[caroline.walker@cheltenham.gov.uk](mailto:caroline.walker@cheltenham.gov.uk)

#### Appendices:

- i. Risk Assessment
- ii. Q1 2025/26 Housing Complaints and Compliments report

**Appendix 1: Risk Assessment**

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	Maladministration decision from The Housing Ombudsman  Reputational damage arising from a complaint	Caroline Walker, Director of Housing, Customer Service and Communities	4	3	12	Reduce the risk	Complete annually the Housing Ombudsman Self-assessment form  Ensure CBC Housing complaints policy is in line and following guidance from the Housing Ombudsman Code.	Natasha Dhillon, Complaints Officer	Annually  Every 3 years or more frequently if any legislative changes

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# Housing Complaints and Compliments Report

Q1 April to June 25/26

Natasha Dhillon, Complaints Officer

[natasha.dhillon@cheltenham.gov.uk](mailto:natasha.dhillon@cheltenham.gov.uk)

In this period:

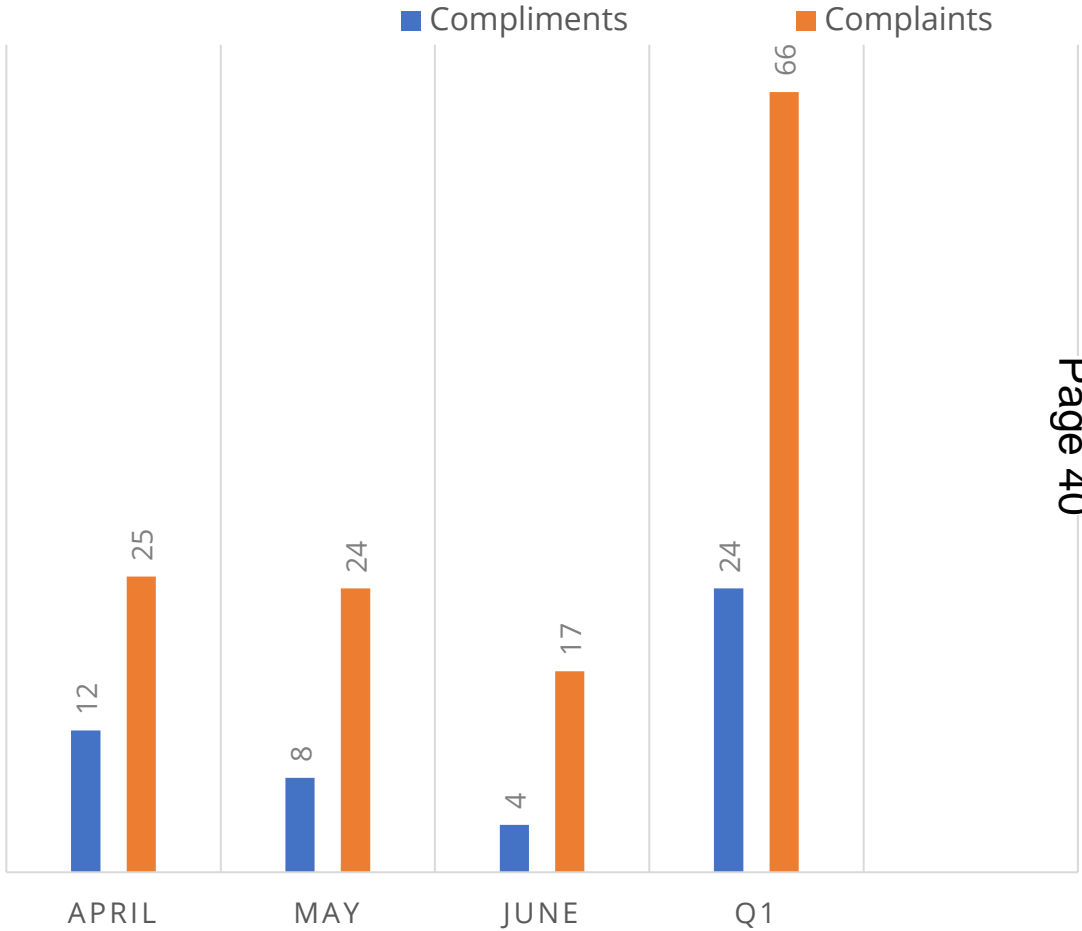
STAGE 1	Compliments	Complaints Opened	Complaints responded to
April	12	24 (1 Withdrawn)	26
May	8	22 (2 Withdrawn)	25
June	4	17	11

STAGE 2	Complaints Opened	Complaints responded to
April	3	1
May	3	5
June	4	5

In quarter 1 for 2025/26, 66 complaints were opened at Stage 1, with 3 of these subsequently being withdrawn or closed due to no tenant contact. During this period, responses were provided for 62 complaints at Stage 1 and 11 complaints at Stage 2.

During this period, a recurring pattern of complaints has been identified, primarily related to works that were agreed upon but not completed or followed through, as well as a lack of updates provided to our customers. The majority of these works are arranged with external contractors; however, there appears to be insufficient monitoring of these activities. This highlights the need for regular and consistent contact and contractor management. Notably, this same issue has also contributed to a number of Stage 2 complaint escalations.

## APRIL – JUNE 2025



The period for this report is between 01/04/2025 00:00:00 – 30/06/2025 23:59:59 (inclusive)



# Q1 OVERVIEW STAGE 1: April to June 2025/26

66 complaints were opened in Q1, April to June 2025 and 62 complaints were responded to. 32 out of the 62 complaints responded to were within 10 working days, 2 of these complaints were responded to outside of target as no extension was agreed.

30 out of 62 complaints had agreed Stage 1 extensions, 7 of these were responded to outside of their extended timescale.

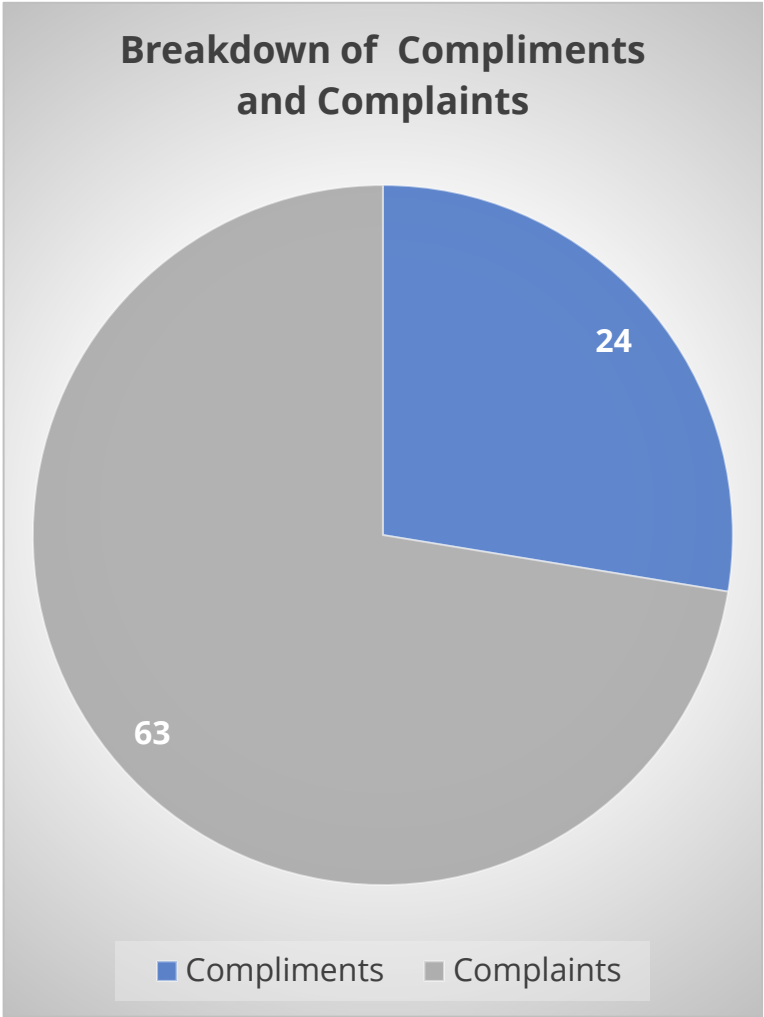
The average number of days taken to investigate all closed complaints was 16.3 days.  
30 complaints had formal extensions agreed with the complainant, in line with the Housing Ombudsman code.  
The increase in average days to respond has been recognised within building services and additional resource is being put into the complaints team to assist with this.

Compensation: Of the 62 stage 1 responses sent, 17 (39.5%) of these were offered compensation.

CBC declined eight complaints in Q1, these complaints were responded to initially via a phone call if possible and all by letter to advise why the complaint was not accepted in line with our complaints policy.

RESOLVED AT STAGE 1	ESCALATED TO STAGE 2
52	10

UPHELD	PARTLY UPHELD	NOT UPHELD
42	13	7



Q1 OVERVIEW Stage 2: April to June 2025/26

Number of complaints escalated to Stage 2: In this period 10 complaints were escalated to Stage 2.  
10 complaints were responded to at Stage 2  
9 complaints were responded to with their agreed target date and 1 complaint was responded to outside of the agree target date.

Compensation: Of the 10 Stage 2 responses sent, 5 were offered compensation:

- £1500
- £750
- £750
- £400
- £500

RESOLVED AT STAGE 2	ESCALATED TO OMBUDSMAN	UPHELD	PARTLY UPHELD	NOT UPHELD
10	0	7	0	3

An increase in Stage 2 requests continues in this period, this may be in part due to demands being placed on staff in Building Services, additional resource is being put into the complaints team to try and resolve this. The delays in completing and responding to promises made at Stage 1 has led to the escalation of some stage 1 complaints and there is evidence that some Contractor work has not been monitored.

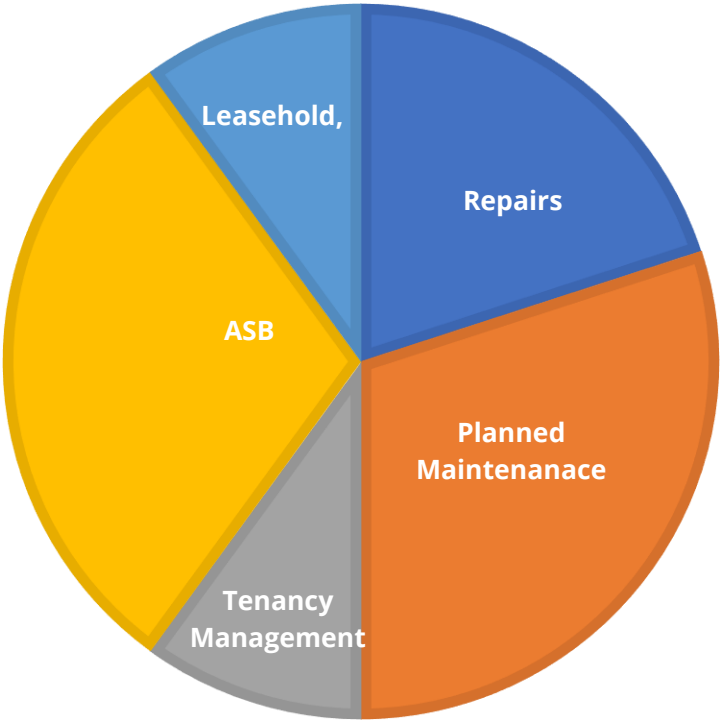
BREAKDOWN OF STAGE 2 COMPLAINTS ESCALATED IN THE PERIOD BY SERVICE AREA

- Repairs

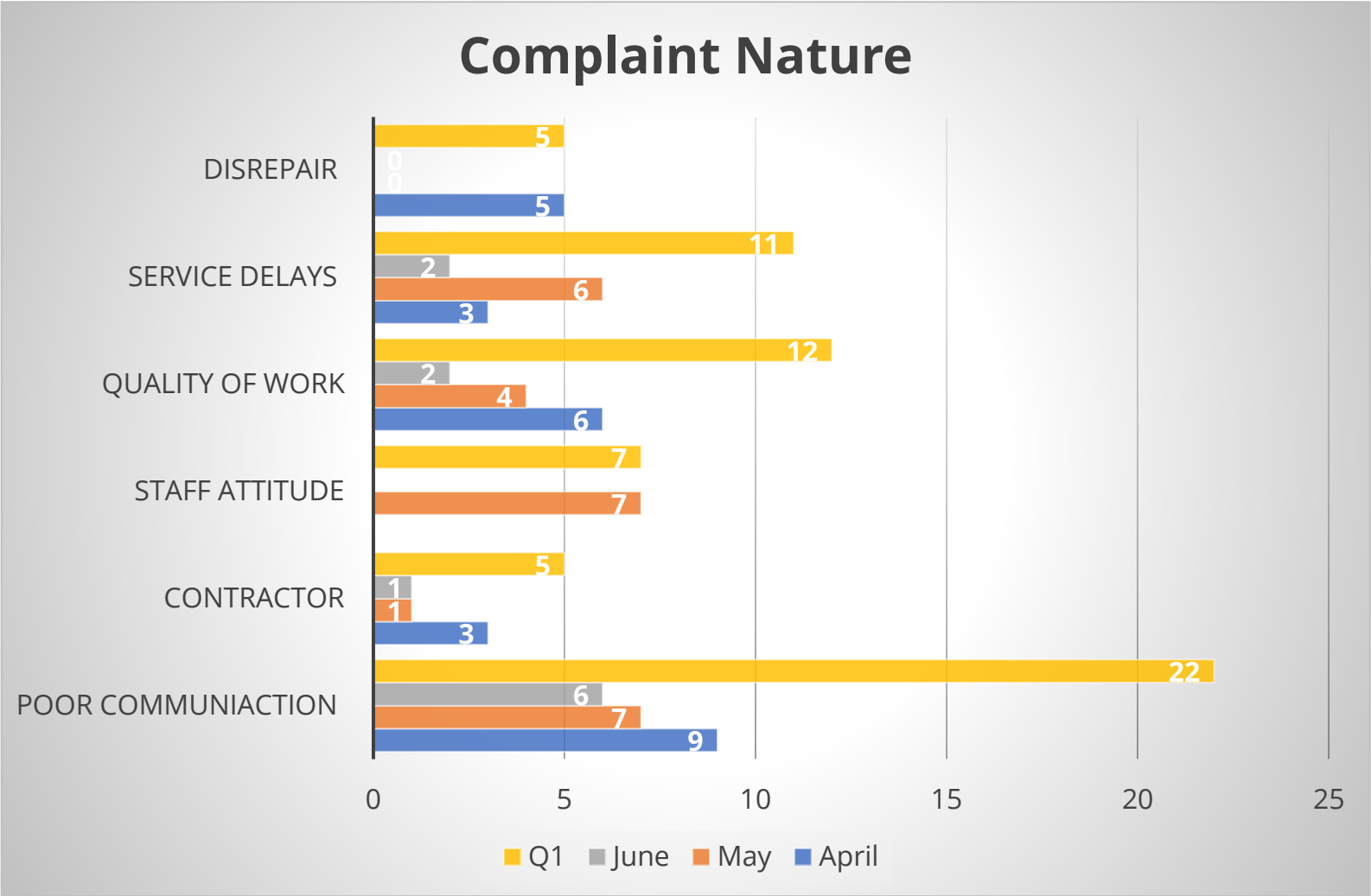
Tenancy Management

Leasehold
- Planned Maintenance

ASB



Breakdown of Complaint Nature for complaints responded to

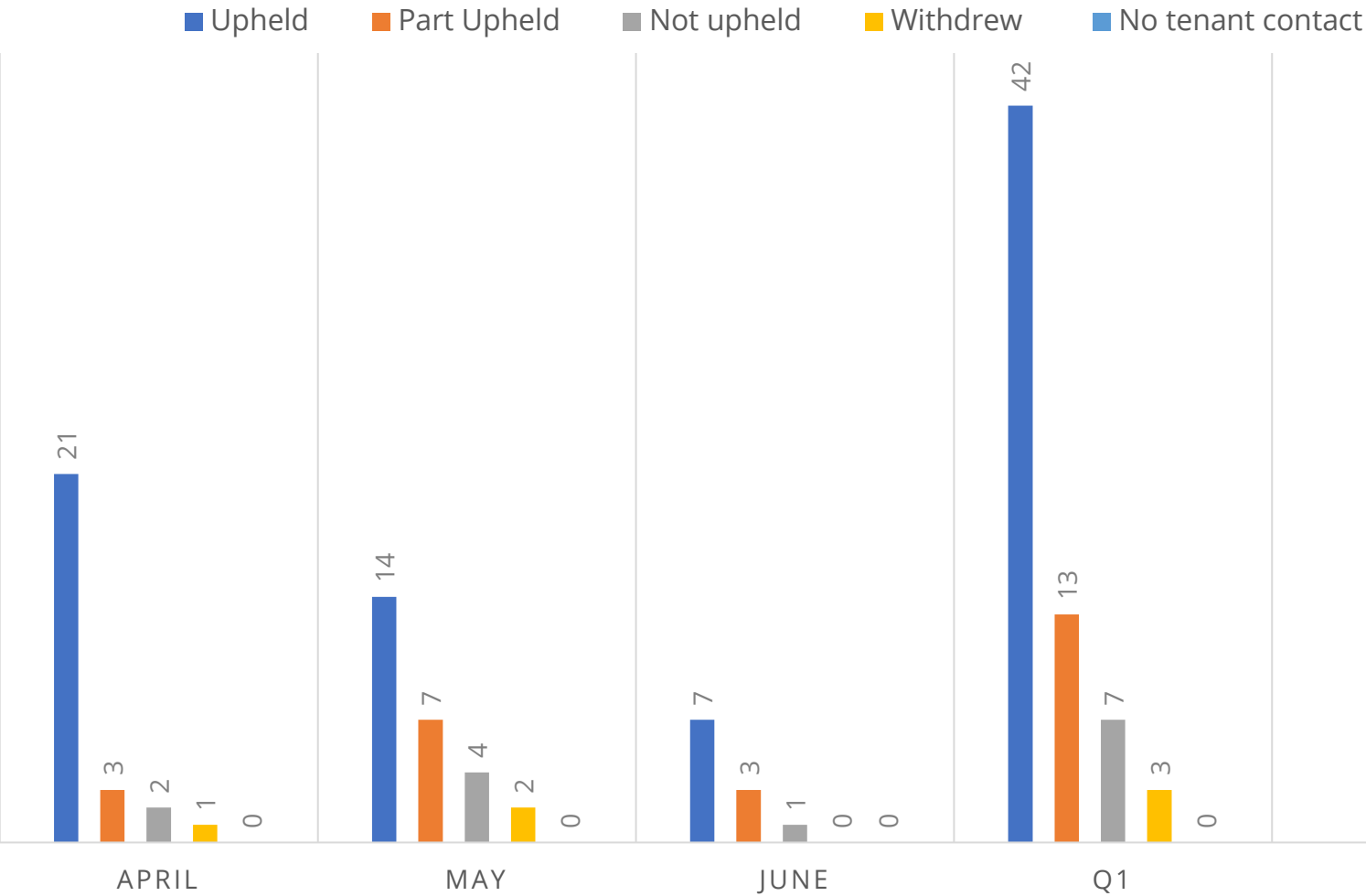


Following a review, it was found that the most common reason for Stage 1 complaints was ‘poor communication’.

This issue is often linked to contractor related complaints, where residents report a lack of clear and consistent communication regarding works managed by external contractors on behalf of CBC. Additionally, delays in responding to callbacks and enquiries frequently lead to official complaints, particularly when residents receive no response from CBC staff. A contributing factor is inconsistent use of the QL system, where callbacks are logged but not always actioned due to staff or departmental non-engagement.

Another key driver of complaints is the quality of work. This is partly due to the absence of routine post-inspections on both internal and external works, which affects the ability to ensure and maintain service standards.

# Complaint Outcomes



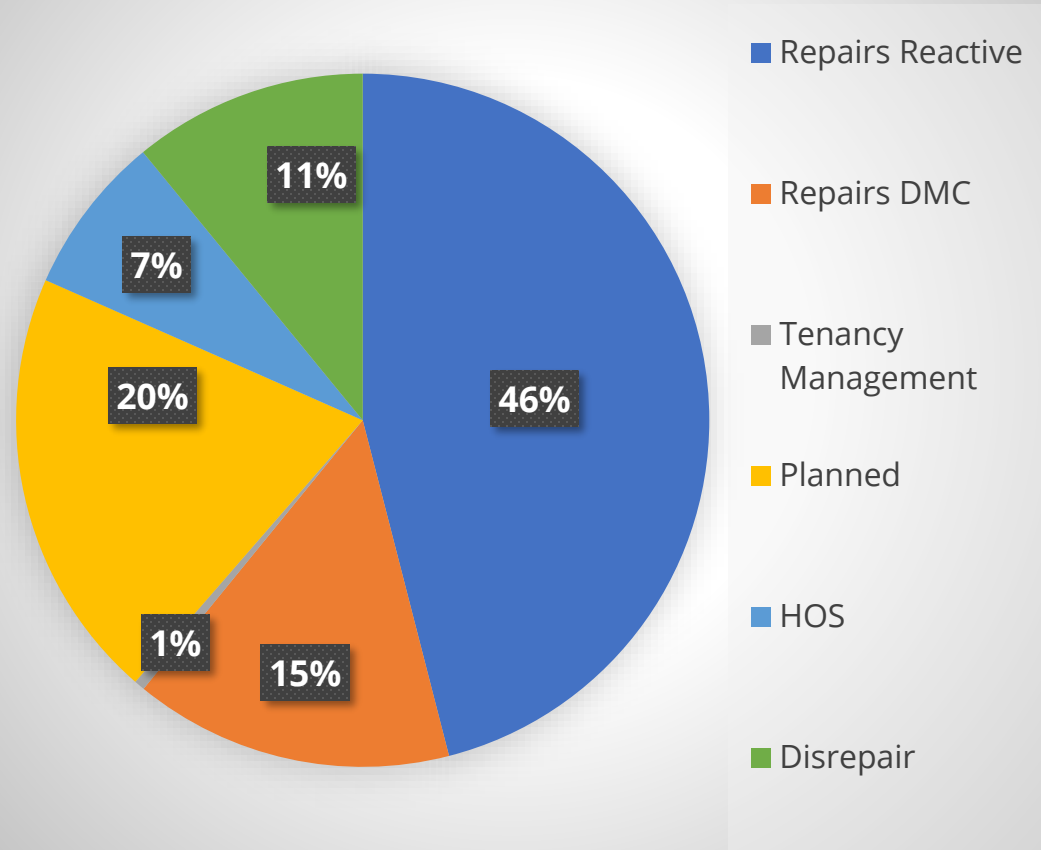
42 out of 62 complaints (68%) that were addressed in Stage 1 were partially and fully upheld.

To help CBC carry out additional internal investigations with the appropriate departments, learning records are kept for complaints that are responded to and the Complaints Officer works with the service areas required to monitor learning.

There are complaints that are not responded to due to no tenant contact. Tenants are contacted on three occasions by phone and sent an email if we have a recorded email address. Customers are able to re open a complaint after a period of no contact.

Complaints Compensation – Stage 1 -

Complaints Compensation



Mont h	Amount	Department	Total
April	£36.99 £300 £1500 £1500 £250	Planned Maintenance Disrepair Complaint Planned Maintenance DMC Complaint Repairs	£3,586,99
May	£100 £200 £880 £500 £1500 £250 £100	ASB Disrepair Complaint Repairs Disrepair Complaint Repairs Repairs Disrepair Complaint	£3,530.00
June	£750  £1000 £500 £750  £50	Housing Ombudsman Determination Repairs Planned Maintenance Repairs/Tenancy Management Tenancy Management	£3,050.00
Total			£10,166.99

Complainant Profile

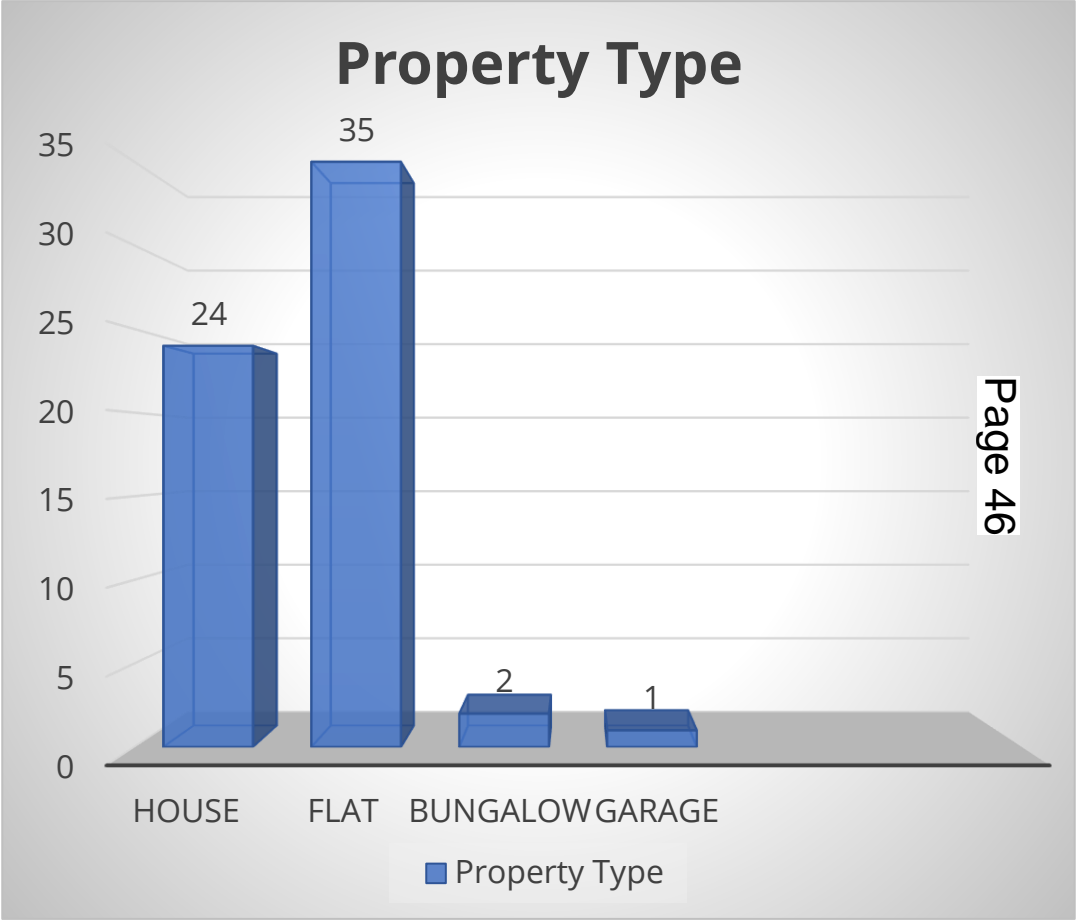
Age Category	Total
No Age Data	3.9%
16-24	7.4%
25-34	9.9%
35-44	15.3%
45-54	27.9%
55-64	12.4%
65-74	10.9%
75-84	10.5%
85+	1.9%
Total	100%

Ethnic Origin	Total
White British	74.5%
No Data	10.8%
White Other	11.1%
Black or Black British African	1.9%
Asian or Asian British Other	1.9%
Total	100%

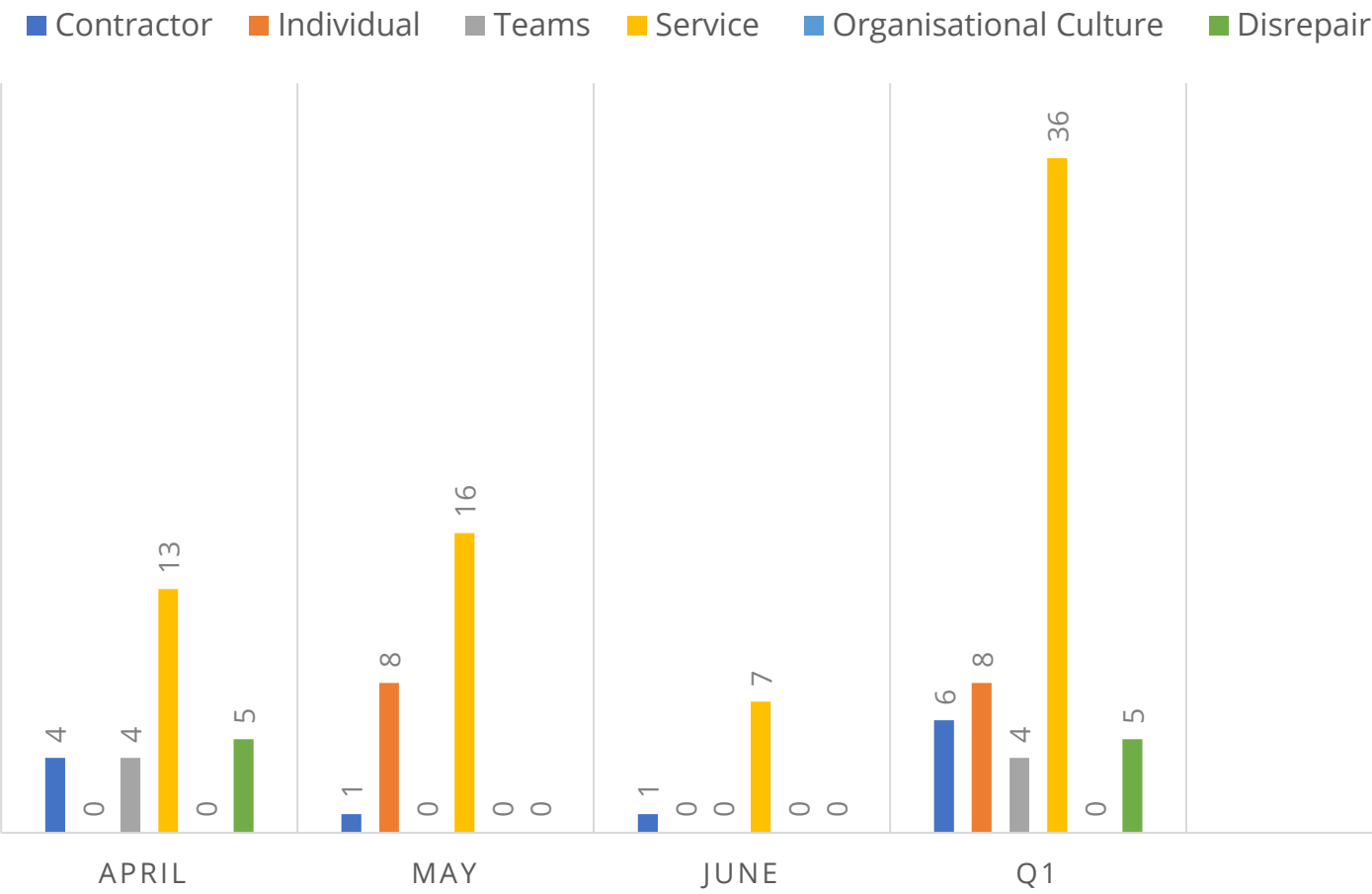
Disability Flag	Total
Disabled	11.1%
Not Disabled	85.0%
No Data	3.9%
Total	100%

Gender	Total
No Data	3.9%
Female	68.5%
Male	27.6%
Total	100%

Property Type



LEARNING FRAMEWORK

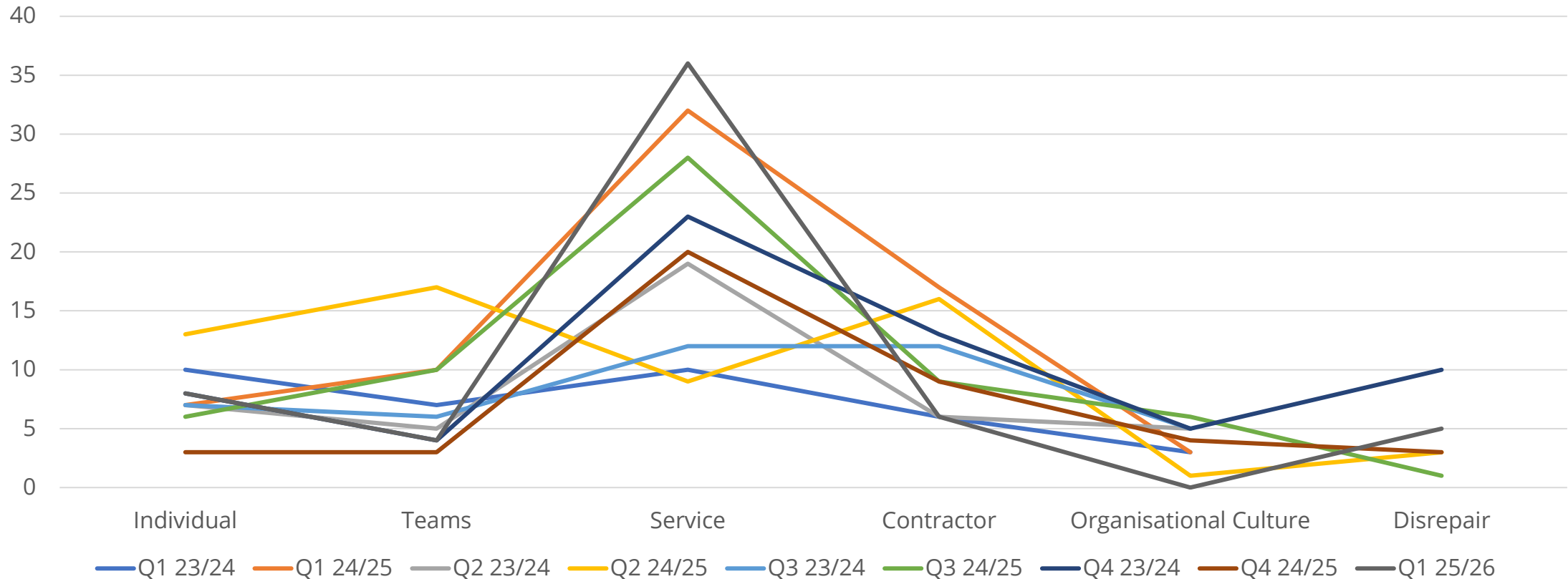


The primary message emerging from the concerns raised this quarter is a continued pattern of complaints relating to the core services we provide.

These complaints largely stem from customers not receiving the services or works that were promised to them. The recent increase in complaints appears to be influenced by several factors, including current resource challenges and insufficient contractor management.

It has been identified that once jobs are agreed with customers, there is a lack of ongoing monitoring. In particular, contracted works are not being tracked in chronological order to ensure timely completion, leading to further dissatisfaction and escalation

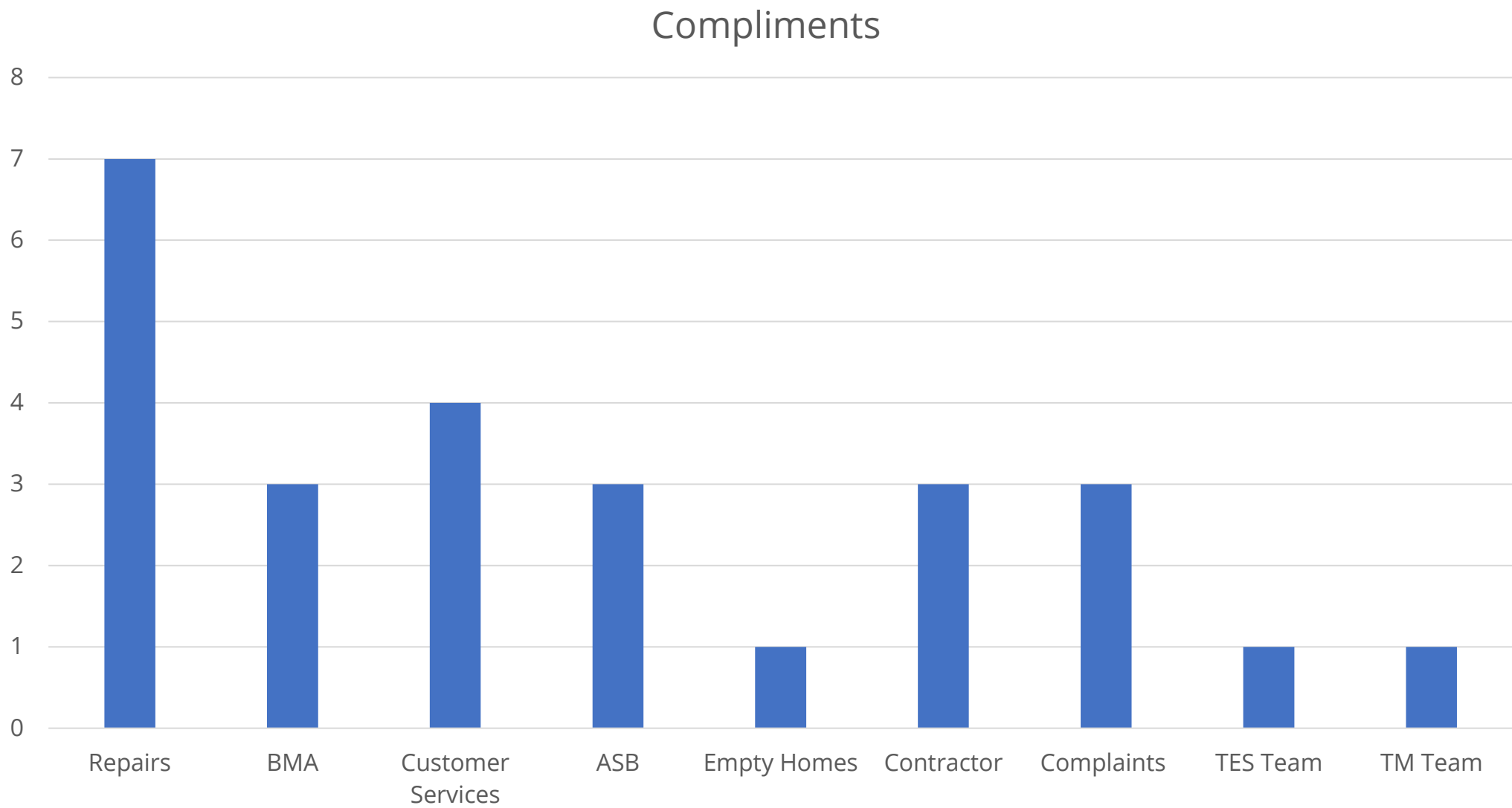
## Learning Framework Applied



Since the appointment of the Complaints Officer in February 2023, we have gathered two years' worth of data for comparative analysis. As previously illustrated, a significant correlation exists between the application of the learning framework and the complaints received. The patterns highlighted indicate a consistent trend. The primary issue identified from the complaints pertains to the service provided to our residents, this trend has not shown improvement despite the learning opportunities discussed and made available to service managers.

The Complaints Officer will conduct further analysis of complaints concerning service delays following an increase in such complaints. Subsequently, they will collaborate with relevant managers to assess the implementation of identified learning and improvement actions and determine if further measures are necessary.





## IN THE LAST 3 MONTHS

- We have successfully communicated and managed requests from the Housing Ombudsman within their timeframes
- Reviewed and uploaded Complaints Housing Policy to the website
- Completed and uploaded the Complaints Annual Report to the website
- Presented and completed Stage 2 learning and analysis for Building Services with their Stage 2 investigating Officer

## NEXT STEPS

- Complete and submit Self – Assessment in line with the Housing Ombudsman Code by their deadline of September
- Review and manage building services complaints within the complaints team
- Review complaints policy in line with potential change needed to manage complaints as part of a complaints team. This is new and ongoing piece of work that has been recognised to ensure that complaints are managed in a consistent and timely manner.
- Work with relevant service areas to improve on complaint promise response times and to ensure the promise is completed.
- Review Contractor Management with relevant Service Managers

# Cheltenham Borough Council

## Housing Cabinet Committee – 24 September 2025

### Strategic Housing Risk Register

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#### Accountable member:

Councillor Flo Clucas, Cabinet Member for Housing and Customer Services

#### Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities

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#### Executive summary:

- This report provides a copy of the Council's Strategic Housing Risk Register detailing strategic housing risks as 1<sup>st</sup> September 2025
- The register has been prepared in consultation with Risk Managers and the Senior Leadership Team.

#### Recommendations:

1. The Housing Cabinet Committee note the Strategic Housing Risk Register.
- 

## 1 Background

1.1 Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the Council achieving its priorities and objectives.

1.2 The Council has a Risk Management Policy, reviewed in October 2024, that sets out the approach to risk management including the roles and responsibilities for Officers and elected Members. The policy also details the processes in place to manage risks at corporate, operational and project levels.

1.3 This strategic housing risk report is provided to the Housing Cabinet Committee detailing strategic housing risks. A broader, corporate risk report is reported to the Audit, Compliance and Governance Committee.

1.1. A copy of the risk register is attached at appendix 1. There has been the following movement in risks since its last review by the Housing Cabinet Committee:

1.1.1. CH1: Housing Revenue Account - If the housing revenue account becomes unviable then this may result in the council being unable to fund service delivery, investment in existing homes and the delivery of new housing

- 01/07/2025 - Raised this risk to a 20

1.1.2. CH3: Stock condition data – Stock Condition Data - If there is a failure to maintain accurate, in date stock condition data then this means we are unable to plan spend, evidence investment, demonstrate accurate decent homes data and provide assurance that tenant's homes are safe.

- 27/06/2025 - Reduced risk from 16 to 12 as a result of updated mitigating actions

1.1.3. 216: Rough Sleeping Accommodation – If there is insufficient emergency accommodation for households to access in times of emergency (e.g. extreme cold weather) or overnight emergency, then there could be injury to the household.

- Risk score when suspended – 12
- This risk is now being managed on a service level risk register, as it is a seasonal risk it is possible it will be added to the corporate risk register again at a later date, hence why it is suspended and not completed and archived.

1.4 In addition, a new risk has been added:

1.2. Demand for Housing accommodation - If the number of asylum seekers and refugees and homelessness generally continues to increase in Cheltenham, and there is insufficient accommodation to meet the demand for housing then there will be increased pressures on homelessness and rough sleeping services.

- Raw risk score - 20
- Current risk score – 16

## **2 Consultation and feedback**

2.1 Risk Managers and Leadership Team.

## **3 Key risks**

None.

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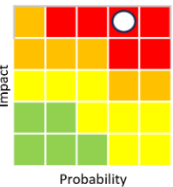
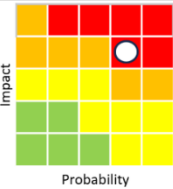
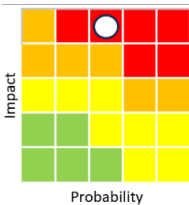
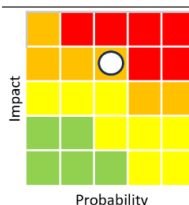
### **Report author:**

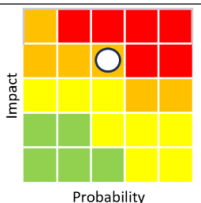
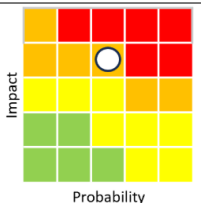
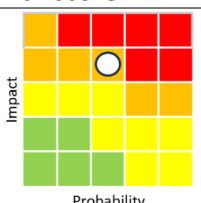
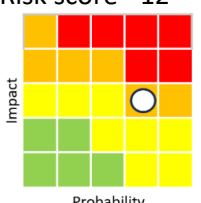
Claire Hughes, Director of Governance, Housing and Communities

### **Appendices:**

i. Risk Register

# Cheltenham Borough Council – Strategic Housing Risk Register – September 2025

Ref	Most recent assessment date	Risk Details	Risk Manager	Current assessment	Change from Last Assessment	Risk Action	Current Control Details	Review Date
CH1	01/07/2025	Housing Revenue Account - If the housing revenue account becomes unviable then this may result in the council being unable to fund service delivery, investment in existing homes and the delivery of new housing.	Gemma Bell	Impact - 5 Probability – 4 Risk score - 20 	Increased	Reduce	<ul style="list-style-type: none"> <li>- Setting deliverable savings targets through the 2025/26 budget setting process</li> <li>- Ensure 30 year HRA financial model is in place and is reviewed and updated by regular stress testing.</li> <li>- Explore arrangements to re-finance the existing temporary debt taken by the HRA</li> <li>- Ongoing action regarding the turnaround of void properties to maximise the rental income generated from the existing stock</li> <li>- Develop a strategy for the rationalisation of high value, listed stock or stock which has significant development value to generate capital funding to replace borrowing</li> </ul>	30/09/2025
CH2	27/06/2025	Property Compliance - If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.	Claire Hughes; Paul Jones	Impact - 4 Probability – 4 Risk score - 16 	No change	Reduce	<ul style="list-style-type: none"> <li>- Effective oversight of property compliance performance by senior officers, Cabinet and Housing cabinet committee.</li> <li>- Robust delivery model for each of the big 6 property compliance areas + damp, mould, and condensation.</li> <li>- Ensure delivery meets property compliance policy.</li> <li>- Development of systems to evidence delivery through consistent data and record keeping.</li> <li>- Assurance processes to ensure delivery meets legal requirements and compliance monitoring group - two independent assurance attend (housing quality network and Pennington's for 6 months)</li> <li>- External expertise engaged to develop a detailed compliance strategy, review all policies and support with process mapping of procedures</li> <li>- Full data validation exercised commissioned to ensure data accuracy</li> <li>- Compliance scorecard and performance framework being developed</li> </ul>	30/09/2025
CH4	27/06/2025	Housing Properties Health & Safety - If we do not manage health and safety management of our housing properties, then we may be putting tenant at risk of serious injury or death.	Claire Hughes; Paul Jones	Impact - 5 Probability – 3 Risk score - 15 	No change	Reduce	<ul style="list-style-type: none"> <li>- Clear health &amp; safety procedures in place with evidence these are followed.</li> <li>- Regular independent assurance that health and safety is being management effectively.</li> <li>- Effective oversight of health and safety performance by senior officers, Cabinet and Housing Cabinet committee.</li> </ul>	30/09/2025
CH6	14/07/2025	Housing Regulatory & Legal Requirements - If we fail to meet regulatory and legal requirements, specifically the Regulator for Social Housing consumer standards and the Housing Ombudsman Complaints Handling Code then this may result in intervention and reputational damage.	Claire Hughes	Impact - 4 Probability – 3 Risk score - 12 	No change	Reduce	<ul style="list-style-type: none"> <li>- Self-referral made to regulator – no regulatory judgment issued.</li> <li>- Effective oversight of regulatory performance by senior officers, Cabinet and Housing cabinet committee.</li> <li>- Delivery of Improvement Plan</li> <li>- External expertise in place to support compliance with the standards including mock inspection.</li> <li>- Annual self-assessment of compliance with the Complaints Handling Code (published to tenants and HO.</li> </ul>	30/09/2025

							<ul style="list-style-type: none"> <li>- New resource added to the improvement programme team</li> <li>- External expertise has been engaged on policy development, compliance strategy and data validation</li> <li>- Full review of consumer standards gap analysis is underway</li> <li>- Inspection readiness evidence bank is being created</li> </ul>	
CH3	14/07/2025	Stock Condition Data - If there is a failure to maintain accurate, in date stock condition data then this means we are unable to plan spend, evidence investment, demonstrate accurate decent homes data and provide assurance that tenant's homes are safe.	Claire Hughes	Impact - 4 Probability – 3 Risk score - 12 	Reduced	Reduce	<ul style="list-style-type: none"> <li>- Effective oversight of property compliance performance by senior officers, Cabinet and Housing cabinet committee.</li> <li>- Maintaining up to date stock condition data.</li> <li>- Using data to prioritise property investment and address decency / H&amp;S issues.</li> <li>- Effective use of resources</li> <li>- Hit 20% stratified sample 21/02/2025</li> <li>- 30% overall sample 21/03/2025</li> <li>- 40% of surveys completed as at 29 April 2025.</li> <li>- Data analysis has commenced. However, until stock condition surveys have been completed and fully analysed we still cannot fulfil the requirements of the TSM question on decent homes or be assured that we are fully meeting the decent homes standard.</li> <li>- Weekly meetings taking place with RAND to ensure that keep up momentum</li> <li>- Reviewing staffing structures to ensure stock condition surveys become BAU and programmes on are a rolling cyclical basis</li> </ul>	30/09/2025
CH5	01/07/2025	Tenant Satisfaction - If there is a decline in the quality of services delivered to tenant's, then this may result in reduction in customer satisfaction (evidenced through the TSMs) affecting the quality of life experienced by residents in Cheltenham and leading to referral to the Housing Ombudsman and/or Regulator for Social Housing.	Caroline Walker	Impact - 4 Probability – 3 Risk score - 12 	No change	Reduce	<ul style="list-style-type: none"> <li>- Effective oversight of service delivery performance by senior officers, Cabinet and Housing cabinet committee.</li> <li>- Review and monitoring of service standards.</li> <li>- Effective tenant voice and listening and acting on tenant feedback.</li> <li>- Learning from complaints.</li> <li>- Review of national TSM data</li> </ul>	30/09/2025
295	01/07/2025	Compliance with Property Legislation & Regulations - If we are not compliant with relevant legislation / regulations in all operational CBC properties then this may result in accidents resulting in reputational damage, fines and potential corporate manslaughter charges.	Gemma Bell	Impact - 4 Probability – 3 Risk score - 12 	No change	Reduce	<ul style="list-style-type: none"> <li>- Compliance Officer in post</li> <li>- External Advisors being utilised</li> <li>- Increased resource capacity of building surveyors</li> <li>- Planned maintenance work to understand structural risks and plan remedial work</li> <li>- Review of registers &amp; risk assessments</li> <li>- Internal Audit of compliance with assurance opinion and actions for implementation</li> </ul>	30/09/2025
216	23/06/2025	Rough Sleeping Accommodation - If there is insufficient emergency accommodation for households to access in times of emergency (e.g. extreme cold weather) or overnight emergency, then there could be injury to the household.	Martin Stacy	Impact - 3 Probability – 4 Risk score - 12 	Increased	Reduce	<ul style="list-style-type: none"> <li>- Improving pathways</li> <li>- Additional emergency accommodation provision</li> <li>- Review numbers of rough sleepers on a regular basis</li> </ul>	11/11/2025

CH7	14/07/2025	If the management of void properties does not improve then this will lead to increased costs associated with additional use of temporary accommodation, reduced rent collection and failure to comply with the statutory timescales in relation to the use of temporary accommodation	Paul Leo	Impact - 4 Probability – 3 Risk score - 12 	No change	Reduce	<ul style="list-style-type: none"> <li>- New contract has been procured</li> <li>- Active monitoring of turn around times</li> <li>- Interim manager in place to provide Additional support and guidance</li> <li>- Increase and in staffing numbers, supporting capacity</li> </ul>	30/09/2025
188	25/06/2025	If the number of asylum seekers and refugees and homelessness generally continues to increase in Cheltenham, and there is insufficient accommodation to meet the demand for housing then there will be increased pressures on homelessness and rough sleeping services,	Martin Stacey	Impact - 4 Probability – 4 Risk score - 16 	New	Reduce	<ul style="list-style-type: none"> <li>-Ensure any decisions regarding future pledges to use social housing are backed up with clear data on impact on local housing need and can be justified in the context of relatively adequate supply (i.e. where there will be least impact on local need).</li> <li>-Challenge any proposed increase in provision by the Home Office where there are legitimate concerns regarding the provision of Dispersal Accommodation in that area.</li> <li>-Keep under review the county-wide Protest Plan, and ensure it is triggered when appropriate.</li> <li>-Utilise grant funding from the Home Office to support relevant agencies whose resources are impacted on as a result of increased numbers of asylum seekers (CWR, GARAS, nhs, police, Housing Options, Employment &amp; Skills hub, etc.)</li> <li>-Commission new services for asylum seekers (utilising Home Office grant funding) with a focus on language learning, navigation through health and wellbeing services, community integration, and assistance with claims for asylum</li> <li>-Continue to maximise the delivery of affordable housing via CBC's housing enabling functions and CBC's housing development team</li> </ul>	30/09/2025

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## **Tenant Engagement Update, Housing Services, Cheltenham Borough Council September 2025**

### **Tenant Panel**

- The Panel have continued their work on the scrutiny of repairs. The scrutiny will look at the non-emergency repairs process and the group is making good progress.
- At the previous meeting, the TP looked through Acuity data and resident experiences. They were also presented with data from complaints and compliments from the last year, as well as data from the customer services team and the number of calls they had received. Some of the common themes highlighted were communication around the repairs process, consistency of work checkbacks and length of time some repairs take.
- At the next meeting the Resident Engagement Officer will help facilitate a meeting between panel members and the repairs team. There will also be a site visit conducted.
- The Resident Engagement Officer has created a survey and flyer for residents to fill in for those who have experienced non-emergency repairs. There is an opportunity for residents to attend an in person meeting with members of the Tenant Panel and the Resident Engagement Officer.

### **Leaseholder Panel**

- The leaseholder forum's previous representative stood down and has since been replaced by Elizabeth (Lizzie) Mawdsley.
- The group was also consulted on whether they wanted to receive a leaseholder only newsletter or be included with the Tenant Voice newsletter – which the group chose to reject.
- The Resident Engagement Officer updated the terms of reference of the group to make it a more effective space, on the back of feedback from council staff and members. The members have been e-consulted and at the next meeting, the Resident Engagement Officer will work with forum members to add in some changes.
- The Resident Engagement Officer is looking to have the next meeting of the Leaseholder Forum on the first week of October 2025 and undertake a 'morning scrutiny' whereby feedback from Leaseholders on communications can be workshopped with residents.

### **Wider Engagement**

- The Resident Engagement Officer assisted with surveying Lynworth Court to identify if there were any issues with their warden call system.
- The Resident Engagement Officer created an action tracker and has been assigned actions from the Barlow Road Residents' Association meeting.
- The Resident Engagement Officer will meet with the Community Activity Coordinator to discuss issues affecting residents living in schemes.

- The Resident Engagement Officer along with the Community Investment Manager met with the complaints team, where they will be helping to organise and facilitate a feedback session / focus group to help improve the way the process works. They will be able to provide an update in due course.

Meeting		Title	Objective	Format
26th November 2025	•	CEO/Director Briefing (if required) (Verbal)	An update from the Chief Executive/Director on key issues which may be of interest to the Cabinet Housing Committee.	Verbal
	•	Policy Updates: Rent Setting, Voids and Recharge Policies	To provide the committee with the Rent Setting, Voids and Recharge policies for sign off and recommendation to cabinet for approval.	Decision Paper
	•	6 Monthly 2025-26 Housing Revenue Account (HRA) Budget Monitoring Report	To provide a monitoring position statement for the HRA against the budget approved by Council on 21 February 2025, highlighting any key variances.	Information/Discussion Paper
	•	Housing Complaints and Compliments Report - Quarter 2	To provide an overview of housing related complaints and compliments, identifying key areas of dissatisfaction and areas for learning and service improvement.	Information/Discussion Paper
	•	Housing Performance and Compliance Report - Quarter 2	To provide the Committee with key performance information relation to voids, arrears, day to day repairs, ASB and property compliance.	Information/Discussion Paper
	•	Housing Improvement Plan	To provide the Committee with a progress update on the Improvement Plan developed to resolve areas of non-compliance with the Regulator of Social Housing's Consumer Standards.	Information/Discussion Paper
	•	Anti-Social Behaviour Improvement Project - Update	To provide the committee with an update on the progress of the ASB Improvement Project.	Information/Discussion Paper
	•	Tenant Satisfaction Measures - 6 monthly update	To provide the committee with the 6 month position in relation to tenant satisfaction measures (April - September).	Information/Discussion Paper
	•	Updates from the Tenant and Leaseholder Panels	To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.	Information/Discussion Paper
	•	Review of the Housing Committee Forward Plan	To provide the Committee with opportunities to identify any additional areas they may wish to scrutinise.	Information/Discussion Paper
21st January 2026	•	Briefing Note - Housing Sector Insight	To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.	Briefing Note
	•	CEO/Director Briefing (if required) (Verbal)	An update from the Chief Executive/Director on key issues which may be of interest to the Cabinet Housing Committee.	Verbal
	•	HRA draft budget proposal for 2026/27 and updated budget monitor for 2025/26	To review and feedback on the HRA draft budget proposal.	Information/Discussion Paper
	•	Compliance Strategy Action Plan Update	To provide the committee with an opportunity to monitor progress on the Compliance Strategy action plan.	Information/Discussion Paper

	<ul style="list-style-type: none"> <li>• Housing Performance and Compliance Report - Quarter 3</li> <li>• Housing Complaints and Compliments Report - Quarter 3</li> <li>• Updates from the Tenant and Leaseholder Panels</li> <li>• Review of the Housing Committee Forward Plan</li> <li>• Briefing Note - Housing Sector Insight</li> </ul>	<p>To provide the Committee with key performance information relation to voids, arrears, day to day repairs, ASB and property compliance.</p> <p>To provide an overview of housing related complaints and compliments, identifying key areas of dissatisfaction and areas for learning and service improvement.</p> <p>To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.</p> <p>To provide the Committee with opportunities to identify any additional areas they may wish to scrutinise.</p> <p>To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.</p>	<p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>
25th March 2026	<ul style="list-style-type: none"> <li>• CEO/Director Briefing (if required) (Verbal)</li> <li>• Housing Improvement Plan</li> <li>• Counter Fraud and Enforcement Unit Report</li> <li>• Housing Risk Register</li> <li>• Updates from the Tenant and Leaseholder Panels</li> <li>• Review of the Housing Committee Forward Plan</li> <li>• Briefing Note - Housing Sector Insight</li> </ul>	<p>An update from the Chief Executive/Director on key issues which may be of interest to the Cabinet Housing Committee.</p> <p>To provide the Committee with a progress update on the Improvement Plan developed to resolve areas of non-compliance with the Regulator of Social Housing's Consumer Standards.</p> <p>To provide the Committee with an overview of the Counter Fraud Enforcement Unit's work on housing and tenancy fraud over the previous year.</p> <p>To review the strategic risks relating to housing from the Council's Risk Register.</p> <p>To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.</p> <p>To provide the Committee with opportunities to identify any additional areas they may wish to scrutinise.</p> <p>To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.</p>	<p>Verbal</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>
1st June 2026	<ul style="list-style-type: none"> <li>• CEO/Director Briefing (if required) (Verbal)</li> <li>• Tenant Satisfaction Measures Submission 2025/26</li> <li>• Housing Performance and Compliance Report - Quarter 4</li> </ul>	<p>An update from the Chief Executive/Director on key issues which may be of interest to the Cabinet Housing Committee.</p> <p>To provide the committee with an opportunity to review the TSM submission for 2025/26.</p> <p>To provide the Committee with key performance information relation to voids, arrears, day to day repairs, ASB and property compliance.</p>	<p>Verbal</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p>

	<ul style="list-style-type: none"> <li>● Housing Compliments and Compliments Report - Quarter 4</li> <li>● Updates from the Tenant and Leaseholder Panels</li> <li>● Review of the Housing Committee Forward Plan</li> <li>● Briefing Note - Housing Sector Insight</li> </ul>	<p>To provide an overview of housing related complaints and compliments, identifying key areas of dissatisfaction and areas for learning and service improvement.</p> <p>To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.</p> <p>To provide the Committee with opportunities to identify any additional areas they may wish to scrutinise.</p> <p>To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.</p>	<p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>
29th July 2026	<ul style="list-style-type: none"> <li>● CEO/Director Briefing (if required) (Verbal)</li> <li>● Housing Performance and Compliance Report - Quarter 1</li> <li>● Housing Complaints and Compliments Report - Quarter 1</li> <li>● End of Year 2025-26 Housing Revenue Account (HRA) Budget Monitoring Report</li> <li>● Updates from the Tenant and Leaseholder Panels</li> <li>● Review of the Housing Committee Forward Plan</li> <li>● Briefing Note - Housing Sector Insight</li> </ul>	<p>An update from the Chief Executive/Director on key issues which may be of interest to the Cabinet Housing Committee.</p> <p>To provide the Committee with key performance information relation to voids, arrears, day to day repairs, ASB and property compliance.</p> <p>To provide an overview of housing related complaints and compliments, identifying key areas of dissatisfaction and areas for learning and service improvement.</p> <p>To provide a monitoring position statement for the HRA against the budget approved by Council on 21 February 2025, highlighting any key variances.</p> <p>To highlight the ongoing activities of the Tenant and Leaseholder Panels and provide an additional opportunity for tenant and leaseholder voices to be heard.</p> <p>To provide the Committee with opportunities to identify any additional areas they may wish to scrutinise.</p> <p>To provide the Committee with an overview of recent developments in the housing sector and provide opportunities for horizon scanning.</p>	<p>Verbal</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>

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# Briefing Note

**Committee name:** Cabinet Housing Committee

**Date:** 24 September 2025

**Responsible officer:** Claire Hughes, Director of Governance, Housing and Communities, [claire.hughes@cheltenham.gov.uk](mailto:claire.hughes@cheltenham.gov.uk)

This note provides information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the officer indicated.

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## Government Strategy and Announcements

- a. On the 3 July the Government published its 10-year strategy – ‘Delivering a decade of renewal for social and affordable housing’. The plan sets out 5 steps to improve the supply and quality of housing:
  1. Deliver the biggest boost to grant funding in a generation
  2. Rebuild the sector’s capacity to borrow and invest in new and existing homes
  3. Establish an effective and stable regulatory regime
  4. Reinvigorate council housebuilding
  5. Forge a renewed partnership with the sector to build at scale

Key elements accompanying the plan (some of which had been announced prior to full publication) include:

- A new £39bn Social and Affordable Homes Programme (SAHP) running from 2026 to 2036 to deliver 300,000 social and affordable homes (with 60% of these reserved for social rent)
- A 10-year rent settlement from April 2026, allowing social housing rents to rise by consumer price index (CPI) +1% annually to provide more confidence for lenders and investors.
- A rent convergence consultation on allowing social rents to increase by up to £2 a week to align with formula rent levels, with a response expected in the Autumn Budget.
- A Decent Homes Standard (DHS) consultation, which will end in September. Proposed changes include:
  - A shift from age-based criteria to condition-based assessments.
  - Expanded lists of required core facilities (e.g. window restrictors).
  - Stronger provisions on damp and mould.
  - Consideration of home security and floor coverings at tenancy start.
  - Proposals to make the DHS a statutory standard for private landlords from 2035/2037.

- A consultation on minimum energy efficiency standards for social homes, will also end in September. It proposes that socially rented homes should have a minimum EPC C by 2030 (subject to exemptions and a £10k cost cap)
- The Regulator of Social Housing (RSH) will introduce a Competence and Conduct Standard from October 2026, requiring senior housing staff to hold a housing qualification or foundation degree at the end of a 3 or 4 year transition period (depending on provider size).
- The Government has also instructed the RSH to introduce Social Tenant Access to Information Requirements (STAIRs) from October 2026 to strengthen transparency and empower tenants to hold their landlords to account.
- A £1 million Resident Experience Innovation Fund will launch in late summer 2025. The fund will support social landlords, tenant groups, and other relevant organisations to trial innovative approaches aimed at improving tenant experience, which can then be adopted more widely by the sector.
- They have confirmed the following reforms to Right to Buy (RtB) following 2024's consultation:
  - Newly built council homes will be exempt from RtB for 35 years.
  - Tenants will have had to live in a council property for 10 years (a rise from 3 years) before being eligible for RtB.
  - Discounts will now start at 5% of a property's market value, rising by 1% for each additional year of tenancy up to a maximum of 15% (reduced from a previous maximum of up to 35%).
  - From 2026–27, councils will be permitted to combine Right to Buy receipts with grant funding under the Social and Affordable Homes Programme (SAHP) to deliver new houses.

No timeline has currently been confirmed for these changes with legislation expected when “parliamentary time allows”.

- A Council Housebuilding Skills and Capacity Programme (CHSCP) has been launched and will provide £12 million in 2025-26. It will include:
    - A Council Housebuilding Support Service, delivering tailored advice, training and peer networks.
    - An expansion of the Pathways to Planning programme to recruit and train graduates in surveying and project management, targeting 50 placements.
    - A £5.5m Support Fund, managed by Homes England, to help councils prepare stronger bids for the SAHP.
  - Government encouragement for housing associations to acquire uncontracted or unsold Section 106 homes, and to use the Homes England Section 106 Affordable Housing Clearing Service to support housing delivery.
- b. Following Angela Rayner MP's resignation as Deputy Prime Minister and Housing Secretary, Steve Reed OBE MP has been announced as the new Secretary of State for Housing, Communities and Local Government (MHCLG). He will be supported by Alison McGovern MP as Minister of State, and Miatta Fahnbulleh MP and Samantha Dixon MP as Parliamentary Under-Secretaries.
- c. In July the Government announced progress and updates for their Remediation Acceleration Plan, originally published in December 2024. Changes include:



- Giving social landlords equal access to government remediation funding as private landlords, supported by a new joint plan between government, social landlords and regulators to speed up remediation, cutting years off the time to make social tenants safe and improving resident experience before, during and after remedial works.
  - Bringing forward a Remediation Bill to create a hard 'endpoint' for remediation. A Legal Duty to Remediate will compel landlords to remediate their buildings within fixed timescales or face criminal prosecution. Avoidance is not an option. Where landlords fail, new powers - including a Remediation Backstop - will ensure the work gets done. The Bill will be brought forward as soon as parliamentary time allows.
  - Tightening fire assessment standards to minimise delays to remediation start dates and provide certainty on the scope of works.
  - Supporting the delivery of Local Remediation Acceleration Plans (LRAPs) to enhance collaborative working and expertise at regional levels, further to the over £5 million in funding already provided to metro mayors.
  - Establishing a National Remediation System (NRS) to serve as the single source of data for all relevant buildings over 11 metres to enhance information sharing across partner organisations.
  - Provide funding, on a strictly exceptional basis, to multi-occupied residential buildings under 11 metres where it is needed to address life-critical fire safety risks from cladding and there are no alternatives to fund the works.
  - Bringing forward legislation to ensure that regulators can enforce the remediation or mitigation of critical issues following a decant of a residential building of 11m+. This will ensure that decants are either averted, or residents can return to their homes as quickly as possible.
  - Implementing a long-term, sustainable approach to the Waking Watch Replacement Fund.
  - Ensuring that, even after remediation, social landlords who have signed the Joint Plan continue to allow shared owners to sublet their properties up to market rent level where demonstrable efforts are being made to sell the property.
- d. The HCLG Committee launched an inquiry into housing conditions in England at the start of July. The inquiry will examine the prevalence of hazards such as damp and mould, assess the effectiveness of Government policies including Awaab's Law and the reformed Decent Homes Standard, and explore how the quality of new-build homes and temporary accommodation can be improved. The inquiry will examine four key areas: social housing, private rented housing, new-build quality, and temporary accommodation. Oral evidence sessions will begin in September.
- e. At the end of July, the Delegated Legislation Committee approved:
- The Draft Electrical Safety Standards in the Private Rented Sector (England) (Amendment) (Extension to the Social Rented Sector) Regulations 2025 – which apply private rented sector electrical safety regulations to social housing, meaning all social landlords must ensure qualified professionals inspect and test electrical installations at least every five years. Landlords must also carry out any necessary repairs to meet safety standards. Currently

this has only been required every 10 years, but the council have been pre-emptively transitioning to the five-year standard.

- The Draft Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025 – which extends Awaab's Law to social housing, requiring landlords to investigate and resolve serious hazards, such as damp and mould, within strict timeframes. The council have already carried out extensive work to ensure that damp, mould and condensation is understood and well managed within properties.

### Regulator of Social Housing (RSH)

- f. The Regulator of Social Housing's (RSH) new focus report emphasises the importance of landlords maintaining accurate understanding and evidence of the condition of their homes. Based on evidence from April 2024 to June 2025, the report concludes that poor or incomplete knowledge of stock condition puts tenants at risk, limits landlords' ability to meet the Decent Homes Standard (DHS) and weakens long-term financial planning. The RSH has warned that failure to secure robust stock condition surveys and act on the data contributes to regulatory downgrades under the Consumer Standards. Nearly three-quarters of C3 or C4 assessments since April 2024 involved failures in stock condition knowledge. Stock condition survey coverage is improving, with median large landlords having surveyed 75% of their stock (up from 68% in 2023), but many landlords are behind in delivering full coverage and moving to 5-yearly survey cycles.
- g. The RSH has signed a memorandum of understanding with the Building Safety Regulator (BSR) to confirm their commitment to working together. The agreement will see the two regulators share details on housing providers' failures and risk. The BSR will notify the RSH when it serves a compliance notice to a building owned by a registered provider, or when the BSR issues a special measures order. Similarly, the RSH will notify the BSR before it publishes its own regulatory judgements.

### Housing Ombudsman

- h. The Housing Ombudsman has published its latest Learning from Severe Maladministration report on the management of antisocial behaviour (ASB) drawing on casework from 12 landlords. It urges landlords to improve their response to ASB, particularly in cases involving hate incidents, noise complaints, and delays to essential repairs. The report highlights that problems emerge from the poor use of risk assessments, ineffective action planning, and insufficient integration between ASB and repair teams.
- i. The Ombudsman also recently published another 'Learning from Severe Maladministration' report highlighting concerns around windows. The report is split into three areas for landlords to focus on - individual circumstances, major works, and responsive repairs. Issues highlighted include failings to conduct risk assessments, delaying repairs in favour of later major works, and poor communication. The issues raise safety concerns related to both potential falls and excess cold due to window disrepair impacting residents' health. The report concludes: *"The Housing Ombudsman's renewed focus on this issue reflects growing concerns about tenant safety, particularly as incidents related to faulty*

*windows or neglected safety equipment come to light. The lack of proactive maintenance and robust record keeping has left many social landlords unprepared to address these risks effectively.”*

The recommendations come as analysis by the NHS-funded National Child Mortality Database (NCMD), which is run by the University of Bristol, found that 16 young children died after falling from windows or balconies between April 2019 and May 2025. Nine of which were living in social housing and were under the age of eleven. One theme identified in the report was families reporting windows as broken, sometimes on multiple occasions, and the landlord or local authority failing to fix them quickly enough.

### Research and Campaigns

- j. Inside Housing collected data from 188 councils and 40 housing associations across the UK that shows a significant increase in reported assaults against housing staff in the last three years. In 2024, over 6,000 incidents were reported, with a majority involving verbal abuse. Across 188 English authorities, more than 3,017 verbal, physical or sexual assaults were recorded against resident-facing housing staff in 2024. This is an almost threefold rise since 2020, when 1,026 total assaults were recorded by the same authorities. The total number rose year on year between 2020 and 2024, with a 20% increase in assaults recorded against housing staff at these councils between 2023 and 2024. Tenants and management quoted by Inside Housing point to cost-of-living pressures and the shortage of appropriate housing as factors behind the increase in violence and assaults. Residents pointed out that the increase is in line with a rise in anti-social behaviour.
- k. The Housing Forum has published a new report that shows social rents in England have declined in real terms over the past decade as they have failed to keep pace with inflation. This has placed increasing financial pressure on landlords and led to viability risks. The proportion of income paid by tenants has also fallen from 29.2% in 2013-14, to 26.4% in 2023-24, and the proportion of social tenants finding it difficult to pay rent dropping from 41% to 28%. However, Housemark have warned that a 5% impact from proposed welfare reforms could increase rent arrears by up to £240m. The findings come as the Government considers changes to rent convergence through a public consultation as part of the wider social housing rent settlement.
- l. Following the publication of the latest quarterly housing statistics by the Ministry of Housing, Communities and Local Government (MHCLG), homelessness charities Shelter and Crisis have called on the government to unfreeze the Local Housing Allowance (LHA). The figures show that a record 131,140 households are in temporary accommodation, including 169,050 children. This is a 11.6% increase compared to the previous year. Shelter have stressed that the delivery of social rent homes is vital but that in the short-term unfreezing the LHA will help to ensure people can afford accommodation.

Contact Officer: Claire Hughes, Director of Governance, Housing and Communities  
Email: [claire.hughes@cheltenham.gov.uk](mailto:claire.hughes@cheltenham.gov.uk)

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