

Cheltenham Borough Council Cabinet Housing Committee

Meeting date: 1 June 2026

Meeting time: 6.00 pm

Meeting venue: Council Chamber - Municipal Offices

Membership:

Councillor Glenn Andrews, Councillor Flo Clucas, Councillor Jan Foster, Councillor Arthur Snell and Councillor Julian Tooke (Chair)

Ian Mason (Tenant Representative), Lizzie Mawdsley (Leaseholder Representative) and Agnieszka Wisniewska (Tenant Representative)

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- 1 Apologies**
- 2 Declarations of interest**
- 3 Appointment of Vice Chair**
- 4 Public and Member Questions**
- 5 Minutes of the last meeting (Pages 3 - 12)**
- 6 CEO/Director Briefing (if required) (Verbal)**
- 7 Housing Asset Management Strategy (Pages 13 - 34)**
- 8 Tenant Satisfaction Measures (TSM) Submission 2025/26 (Pages 35 - 68)**
- 9 Compliance Performance Data (Pages 69 - 74)**
- 10 KPI Performance Data (Pages 75 - 82)**
- 11 Housing Complaints and Compliments Report - Quarter 4 and Annual Report (Pages 83 - 108)**
- 12 Housing Services Health and Safety Report (Pages 109 - 116)**
- 13 Updates from the Tenant and Leaseholder Panels (Pages 117 - 142)**
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- 15 Items to be referred to Cabinet**
- 16 Briefing Note - Housing Sector Insight (Pages 147 - 152)**

Cabinet Housing Committee

Minutes

Meeting date: 1 April 2026

Present:

Councillors:

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

Cooptees:

Ian Mason

Also in attendance:

Emma Cathcart (Head of Service, Counter Fraud and Enforcement Unit), John Clements (Operations Manager - Property and Communities), Claire Hughes (Director of Governance, Housing and Communities), Helen McEgan (Operations Manager - Technical & Investment), Jo Rea (Health and Safety Officer), Gemma Rowberry (Head of Regulatory Compliance) and Matt Ward (Head of Housing Services)

1 Apologies

Apologies were received from Lizzie Mawdsley and Agnieszka Wisniewska.

2 Declarations of interest

There were none.

3 Public and Member Questions

There were none.

4 Minutes of the last meeting

The minutes of the meeting held on 21st January 2026 were approved as a true record.

5 Director Briefing (if required) (Verbal)

No director's briefing was required.

6 Counter Fraud and Enforcement Unit Report

Objective: To provide the Committee with an overview of the Counter Fraud Enforcement Unit's work on housing and tenancy fraud over the previous year.

The Assistant Director, Counter Fraud and Enforcement Unit addressed the committee and highlighted the following:

- The Counter Fraud and Enforcement Unit support the housing services team in relation to housing and tenancy fraud activities. Whilst the Unit will continue to carry out investigation cases on behalf of the council, in the future the aim is for verification activities to be carried out by the housing team as they are now directly employed by the council. This will allow the Unit to increase focus on enforcement activities, specific fraud cases, and prosecution in the right circumstances to act as a deterrent. There may also be increased communication with tenants to raise awareness.
- The Unit manage the National Fraud Initiative matches that relate to housing anomalies on behalf of the council.
- They also carry out a housing waiting list review to consider emergency, gold and silver bands. Errors here may not necessarily relate to fraud and may relate to changes in applicant's circumstances. This provides loss avoidance as it reduces risk of the council putting people into temporary accommodation unnecessarily. It was noted that the figure of household applications relating to the council at 3.19 of the report, should read 2,914 instead of 1,811.
- Focus for the coming year will be on raising fraud awareness with staff, management, residents, tenants and members. This will include a campaign with tenants to ensure they know how to refer matters, and what types of things should be referred.

The committee's discussion raised the following points:

- It would be helpful to include a section on housing and tenancy fraud in the revised Tenant Handbook, to explain what it is and how to report it.
- When errors are identified on the housing waiting list these are reported back to the housing team to verify through an application review. Fraud investigations are not pursued in situations arising out of genuine errors or where tenants have not created the problem. Where there is obvious fraud, the Unit would open an investigation and a different investigator would progress that in the correct manner.
- The move to the housing team carrying out verification builds on skills they already have and activities they have already been undertaking. They have already been referring things to the Unit and through the previous work with CBH there are strong relationships between the organisations. A quarterly enforcement meeting has been set up with the different areas of the housing

team to discuss how to best mitigate errors within their areas, including supporting delivery of debt recovery.

- Verification of housing applications includes review of whether applications are in the correct band, which can include applicants being moved to a higher band. It will include consideration of financial activity, such as disability benefits, to verify information included within the application. Discrepancies will then be followed up by the housing team with the applicants.
- Benchmarking information will be provided to committee members to show how the figures compare to other councils across the county.
- Sometimes errors are due to changing circumstances where applicants may have forgotten to update their information. Application is a two-stage process of verification before offers are made as it will be reviewed by both housing options for banding, and then is separately reviewed by the lettings team.
- It was suggested that future reports show separate figures for situations where there are errors, positive moves between bands, and those with reasonable cause to suspect fraud.

7 Housing Health and Safety Rating System Policy

Objective: To provide the committee with the Housing Health and Safety Rating System Policy and for sign off and recommendation to cabinet for approval.

The Health and Safety Officer presented the updated Housing Health and Safety Rating System (HHSRS) Policy to the committee. She explained that the HHSRS policy outlines the 29 different types of hazards that are reportable under Awaab's Law including excess cold or heat, fire and electrical hazards, hygiene and food safety issues. The policy also provides details of how the hazard should be reported and dealt with and includes the specified time frames for acting upon those types of hazards. The policy has now been revised to include the points raised at the Cabinet Housing Committee meeting on the 21 January and in line with the National Institute for Health and Care Excellence (NICE) requirements. She highlighted the following changes:

- The carbon monoxide hazard has been updated to clarify that all persons are at risk of carbon monoxide poisoning, with higher risk categories including people over 80, children and pregnant women in line with the NICE requirements.
- The noise hazard has been updated to reflect that there are two elements, behavioural noise with responsibility lying with the anti-social behaviour and tenancy management teams, and those relating to property condition (for example windows which need to be replaced) with responsibility lying with the technical and investment team.
- The personal hygiene hazard has been updated to clarify that in situations where it is impacting on the building, responsibility will lie with the tenancy management team.

- The hazard relating to falling on stairs has been updated to reflect that if the issue is connected to cleaning, responsibility is with the estate services team, but if it relates to disrepair then it would fall with the repairs team.

The Cabinet Housing Committee recommended unanimously that Cabinet approve the Housing Health and Safety Rating System (HHSRS) Policy.

The Cabinet Member Housing & Customer Services commented that it is fantastic that the work done by tenants and leaseholders has been listened to and applied. It is important that tenants know they have a voice and will be listened to.

8 Damp, Mould and Condensation Policy

Objective: To provide the committee with the Damp, Mould and Condensation Policy for sign off and recommendation to cabinet for approval.

The Head of Regulatory Compliance presented the updated Damp, Mould and Condensation (DMC) Policy to the committee. She explained that the policy outlines the council's commitment to keeping council owned homes dry, warm and safe, and explains how they will respond quickly to fix problems relating to damp and mould when they occur in line with the timelines required by Awaab's Law. The comments previously made by the committee have been taken into account and the following changes have been made:

- A section on leaseholders has been included.
- Section 6 has been amended and details that any recharge of works relating to DMC will be considered under the terms of the lease.

The committee's discussion raised the following points:

- The Decent Homes Standard (DHS) will not come into force until 2035, and this policy will be updated to match its requirements. The policy is scheduled for regular review every 3 years.
- In situations where issues are recurring and tenants are refusing to follow advice the council will continue to communicate with them and attempting to rectify the problems. The tenancy management team will use their skills to engage closely with the tenants and actively work with them and signpost them to the right agencies for additional support. There are officers that specialise in intense interventions. If none of this works the situation could be managed through the specific tenancy, but this would be the absolute last resort.
- In terms of the council's legal liability, any cases would consider contributing negligence. So as long as everything has been fully documented and the council is able to demonstrate that all possible actions have been taken then there would be no liability. The tenancy managers in the local area are documenting all activities and engagement with tenants, so that will be thoroughly documented.

- An external wall insulation (EWI) programme has been undertaken to improve the thermal comfort of properties. This also includes sealing any gaps, topping up loft insulation, and replacing windows, so it should improve the energy efficiency of a property. Monitoring equipment is being installed to provide readings including average temperature in key rooms. It is important to work with tenants to ensure they know not to fix anything to the render as this would invalidate it, and around how to live in the property without disturbing the improvements made.
- It was noted that issues within tenant properties can also impact non-council residents in the same buildings.
- The work done since 2023 to set up the DMC team was praised, particularly the focus on not just repair but also on monitoring and education. The sessions provided via the Skills Hub were highlighted. The team were thanked for their hard work.

The Cabinet Housing Committee recommended unanimously that Cabinet approve the Damp, Mould and Condensation Policy.

9 Leasehold Ownership Policy

Objective: To provide the committee with the Leaseholder Ownership Policy for sign off and recommendation to cabinet for approval.

The Chair noted that whilst the Leasehold Representative was not present at the meeting, she had had the opportunity to review and influence this policy through the Leasehold Forum.

The Head of Housing Services presented the Leasehold Ownership Policy to the committee. He explained that the policy covers all aspects of being a leaseholder. The document derives from the lease the council has with leaseholders, as that is a legally binding document, and aligns with relevant legislation. It covers how recharge elements are carried out through annual service charges or S20 works, the council's obligations as a landlord and leaseholder obligations. Following review by the Leaseholder Forum minor changes have been made to the policy. In addition to the lease and policy, there is also a summary document and a Leaseholder Handbook.

The committee's discussion raised the following points:

- The Commonhold and Leasehold Reform Bill is still currently at a draft stage, and the Ministry for Housing, Communities and Local Government (MHCLG) are consulting on a range of policies, including whether to ban leaseholds in new flats. As more details emerge these will be shared with the committee.
- When individuals buy leasehold properties they are provided with a management information pack that outlines previous expenditure and estimated costs moving forwards. Unfortunately, there are situations where the first notification the council receives is after the lease has been signed which is a frustration for the council. In these situations any liability would lie

with the solicitor who provided that advice to the buyer. When the buyer is purchasing directly from the council a S125 notice is issued, which sets out the buyer's costs, expenditure and responsibilities over a 5-year period.

- The council sell shared ownership properties directly as this is both cheaper than working through an estate agent with commission rates, and it provides the opportunity to vet potential shared owners and make sure they have a clear understanding from the outset about their responsibilities and expected costs.
- Currently not clear whether the Commonhold and Leasehold Reform Bill will address the current loophole that does not require leaseholders to carry out gas and electrical safety inspections in line with those required for social housing. The council encourages all leaseholders to carry out these checks and provide a copy to the council, and a discounted rate for the checks is offered through the council's contractor. In some circumstances, where leasehold properties are sublet, there is a requirement for checks to be carried out. The council is as proactive as possible in this area but are governed by the lease and current legislation.
- It was highlighted that leaseholders are often left with ambiguous charges and agreements in the private sector, so it is extremely positive that the council are providing clear information about charges and responsibilities.

The Cabinet Housing Committee recommended unanimously that Cabinet approve the Leasehold Ownership Policy.

10 Draft Aids and Adaptation Policy

Objective: To review and approve consultation process for the draft Aids and Adaptation Policy.

The Operations Manager Technical and Investment presented the draft Aids and Adaptations policy to the committee. She explained that the purpose of the policy is to inform tenants how to request aids and adaptations in council housing and the process that will be followed. When the policy is adopted an internal procedure will also be produced for staff to follow so that everybody is clear on their role and their contribution to delivering this policy. The policy will help the council to meet the Regulator of Social Housing's (RSH) Consumer Standards, in particular the Safety and Quality Standard, and the Transparency, Influence and Accountability Standard.

Aids and adaptations to housing can help people to live independently at home for longer and reduce demand on more acute services such as hospital admissions. The stock database will also be updated with categories of accessibility to match people to the right properties at letting stage.

The policy outlines the four levels of support that attendants can access, including for minor adaptations which do not require a referral from an occupational therapist and can be booked directly with the repairs team. The other three routes require a referral from an occupational therapist and include adaptations that value

approximately £2k or above. The occupational therapist provides a full and detailed description of the works required and how they will help the individual to live independently in their property. A financial means test may be carried out, and works will be added either to an existing programme of planned improvements or will be given to a surveyor in more complicated cases. Plans will be drawn up and agreed with the tenant and the tenant will be kept updated with anticipated time scales for completion throughout the process. Eligibility criteria, any qualifying conditions, and the financial means test mirror that used for private housing, but tenants of council housing are funded through the housing revenue account (HRA). If tenants are in receipt of certain benefits the work can be passported through without a financial assessment. If approved by the committee the draft policy will be taken out to full consultation over the next few weeks with tenants, the accessibility forum and colleagues.

The committee's discussion raised the following points:

- The challenges faced by young adults with disabilities moving into accommodation was highlighted, particularly due to a lack of supported housing for those who are not elderly. The work being carried out on the stock database to categorise the accommodation in line with the allocation policy provided countywide by Homeseeker Plus, should improve access to suitable properties. Lettings are carried out on a sensitive, case-by-case basis with an agile approach to the potential application and the support agencies.
- Whilst this work has been carried out for some time, the need to evidence the process for the RSH will also be supported by the database creation.
- A version of the policy will be created with a younger reading age, plain English and short paragraphs to ensure that it is accessible. Consideration will also be given to creating a version using pictorial aids.
- Challenges in securing an occupational therapist referral were acknowledged. It was explained that this is managed by Gloucestershire County Council and that it is currently being brought back in-house, which should hopefully lead to improvements in the service. It was highlighted that aids and adaptations are an important focus for councils across the county this year.
- It was agreed that once the categorisation is completed and processes have been in place for a year a report will be brought to the committee to consider the effectiveness and impact of the work.
- The importance of continuing to challenge the ableist world we live in was highlighted.

The committee unanimously approved the Aids and Adaptations Policy as a draft for consultation.

11 Housing Improvement Programme Update

Objective: 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

The Director of Governance, Housing and Communities provided the committee with an update on the Housing Improvement Programme. She noted that:

- The programme is progressing strongly, and actions are now 72% complete (up from 48% in January).
- The governance arrangements remain robust with clear oversight, structured delivery, and a focus on achieving compliance with the Consumer Standards - to ensure the council is ready when an inspection takes place.
- During February the Housing Quality Network (HQN) carried out a mock inspection. The feedback has been really positive and highlighted the well-structured improvement programme, strong leadership and governance. They also praised the positive engagement from all colleagues involved in the mock inspection, who were described as passionate, articulate and able to demonstrate the benefits of what they are doing in their roles. Members who took part were described as engaged, knowledgeable about what is happening in housing, and conscious of the issues and risks. HQN also spoke to tenants who were engaged and felt the council were doing a good job.
- A number of improvement actions were identified but they were all already included within the Housing Improvement Programme.
- The Competency and Conduct Standard will come into force in October. That aims to ensure that all relevant staff are trained to an appropriate level, a code of conduct is in place and that performance is strongly managed.
- The Social Tenant Access to Information Requirements (STAIRs) also comes into force later in the year. This aligns with the council's current approach to freedom of information requests.
- Still working on building evidence base in some areas to prepare for the RSH inspection. The council remains committed to achieving a C1 rating.

The committee's discussion raised the following points:

- Updates on the HQN recommendations will be provided through the Housing Improvement Programme updates.
- HQN did not provide a written report but gave a presentation to officers and the slide deck can be shared with the committee. Members were also invited to attend monthly improvement team meetings.
- Colleagues were thanked for their hard work to make these improvements, the progress made, and their positive and caring attitudes. It was highlighted that it was brilliant to have that recognised by HQN and to see the real impact for tenants and the people of Cheltenham.

12 Strategic Housing Risk Register

Objective: To review the strategic risks relating to housing from the Council's Risk Register.

The Director of Governance, Housing and Communities presented an update on the strategic housing risk register to the committee. She highlighted the following:

- The risk relating to the HRA has reduced following the setting of the budget and forecasting carried out for the next few years, which is showing a more stable position.
- The risk relating to health and safety has also been reduced, now that policies are in place and due to the work the health and safety team has completed paying dividends.
- A risk has been added around access to fuel and increased costs, to reflect the current global situation, as this could have a significant impact on the repairs service. A meeting has taken place to discuss a plan for what could be done in the event of a fuel shortage and how a phased approach might be required, with focus remaining on ensuring that emergency repairs are completed.

The committee's discussion raised the following points:

- The mitigation around voids is still showing as low as currently the council is not in as strong a position as it would like to be with the turnaround of voids. A lot of work is going on and very thankful to the teams involved, but as the new properties come from Regency Village there is a continuing cycle of void properties being added to the numbers. A plan has been agreed for the next three months which should hopefully move this mitigation to high. Voids are still moving in the right direction.
- There is an error in the report in relation to the independent assurance on health and safety. This should now say yes as an independent inspection by Ubico has been commissioned and completed.
- Will ask the Head of Strategic Housing to provide an update on the provision of housing and management of housing demand and homelessness.

13 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 Tenant and Leaseholder Panel updates were taken as read.

The committee's discussion raised the following points:

- The MP, Max Wilkinson, contacted the Minister on the issues faced by tenants in relation to rent arrears following migration to universal credit (UC). He has received a written response, and the Chair will confirm whether it will be possible to share that response with committee members.
- Letters have been received by tenants from lawyers claiming to offer a tenants advice service and encouraging them to make disrepair claims. Tenants were encouraged to make use of the council's complaints process instead, as they will be supported to do this, and will not lose any resulting compensation.

14 Review of the Housing Committee Forward Plan

The Forward Plan was noted.

15 Items to be referred to Cabinet

The committee recommended the following policies to Cabinet:

- Housing Health and Safety Rating System (HHSRS) Policy
- Damp, Mould and Condensation Policy
- Leasehold Ownership Policy

16 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 briefing note was noted.

Cheltenham Borough Council

Cabinet Housing Committee – 1 June 2026

Housing Asset Management Strategy

Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities

Executive summary:

The Housing Asset Management Strategy (2026-30) aims to ensure that the overall portfolio of CBC housing stock is proactively managed to reflect the needs of the council and our tenants, now and into the future.

Primarily, this strategy focuses on answering the question: 'what do we need to do?'. It provides a collation of the principal considerations and sets a transparent and realistic approach to ensure the council can meet its ambitions.

The key outputs from this strategy are the creation for five Strategic Priorities to help guide the council over the coming years and a complementary Action Plan that highlights specific tasks that will contribute towards these priorities.

The strategy covers both existing and new homes and how asset management principles will inform future investment, remodelling, regeneration, acquisition, and disposal decisions.

Recommendations:

1. That the Committee approves the Housing Asset Management Strategy (2026-30)
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1 Background

1.1 The Housing Asset Management Strategy (the Strategy) is a key document in the wider library of plans and policies that the council uses to define its purpose and delivery mechanisms.

1.2 The Strategy focuses on Housing Revenue Account (HRA) funded activity only, in particular: planned maintenance; stock improvement; new build development; regeneration; stock acquisition; and rationalisation.

1.3 The Strategy reflects both the national and local context and outlines the current position as of April 2026. It then sets out the proposed draft strategic priorities for the period 2026–2030.

2 Main content

2.1 The Strategy highlights five key priorities to deliver the council's ambitions for housing assets held within the HRA. These are:

1. Safety and compliance first
2. Informed decisions
3. Decent, healthy and energy efficient homes
4. Aligning our homes with housing need
5. Establish a development and regeneration programme

2.2 Each priority includes a set of commitments that feed into the four-year action plan. Once the Strategy's principles are agreed, detailed workstreams will be developed with key internal and external stakeholders, and progress updates will be presented to the Committee on an annual basis.

3 Key risks

3.1 The key risk of not having a strategy is that service managers will lack a clear direction. As a result, important projects may not be initiated or completed, limiting opportunities to improve the performance of the council's housing assets.

Report author:

Helen McEgan, Operations Manager - Technical & Investment

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Appendices:

- i. Risk Assessment
- ii. Draft Housing Asset Management Strategy

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
1.	Do nothing. If the Strategy is not agreed, the lack of strategic direction will make it difficult to invest in existing and new council homes. This could lead to an increase in Disrepair claims and poor regulatory judgement from the RSH.	CH	5	2	10	Reduce the Risk	Publish the Strategy and monitor progress against the action plan	HRA Governance Board Compliance Monitoring Group Housing Cabinet Committee	Ongoing monitoring throughout the strategy term

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Cheltenham Borough Council Housing Asset Management Strategy 2026 – 2030

Forward

Foreword by Cabinet Member

Cheltenham Borough Council is proud of its role as a provider of high-quality, affordable council homes that support the wellbeing of our residents and the strength of our communities. Our homes are not just physical assets; they are places where people feel safe, secure, and able to build their lives.

This Housing Asset Management Strategy sets out a clear and robust framework for how we will care for, invest in, and improve our housing stock over the coming years. It reflects our commitment to keeping residents safe, meeting our regulatory obligations, and ensuring that every council home in Cheltenham is well-maintained, energy-efficient, and fit for the future.

The return of housing services to the council has created an important opportunity to strengthen accountability, improve integration with wider council priorities, and place tenants and leaseholders firmly at the heart of decision-making. This strategy draws on improved stock condition data, long-term financial planning through the Housing Revenue Account, and lessons learned from previous investment and decarbonisation programmes.

We are clear that safety and compliance come first. Alongside this, we will continue to invest in meeting and sustaining the Decent Homes Standard, tackling damp and mould, improving energy efficiency, and preparing our homes for a low-carbon future. We will take a planned, evidence-based approach to investment, ensuring that limited resources deliver the greatest benefit for current and future tenants.

This strategy also recognises the challenges we face, including rising costs, an ageing housing stock, and increasing expectations from residents and regulators. By setting out clear priorities, governance arrangements, and performance measures, it provides transparency to tenants, leaseholders, Members, and partners about how decisions will be made and how progress will be monitored.

I would like to thank our tenants, leaseholders, staff, fellow councillors and partners for their ongoing engagement and commitment. Together, we will ensure that Cheltenham's council homes continue to provide safe, decent, and sustainable housing that our residents can be proud of.

Councillor Flo Clucas

Cabinet Member for Housing and Customer Services

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Scope and Purpose

This strategy aims to ensure that the overall portfolio of CBC housing stock and each individual home is proactively managed to reflect the needs of the council and our tenants, now and into the future. The strategy reflects a multitude of requirements and desires, including:

- Political and corporate drivers
- Regulatory requirements
- Resident insights
- Financial performance and best practice

Primarily, this strategy focuses on answering the question: ‘what do we need to do?’. It provides a collation of the principal considerations and sets a transparent and realistic approach to ensure the council can meet its ambitions.

The key outputs from this strategy are the creation for five Strategic Priorities to help guide the council over the coming years and a complementary Action Plan that highlights specific tasks that will contribute towards these priorities.

This strategy applies to all housing assets owned by Cheltenham Borough Council and held within the Housing Revenue Account, including:

- General needs council homes
- Flats, maisonettes, and houses
- Independent living and older persons’ housing
- Communal areas, estates, and shared building elements
- Asset components and building services associated with council housing

The strategy covers both existing homes and how asset management principles will inform future investment, remodelling, regeneration, acquisition, and disposal decisions.

What the Strategy Does Not Cover

This strategy does not set out:

- Detailed annual work programmes or individual scheme designs
- Day-to-day repairs policies or operational procedures
- Service standards for housing management functions
- Policies relating exclusively to homelessness, allocations, or tenancy management

These matters are addressed through separate operational policies, service standards, and delivery plans that sit beneath this strategy.

Context

Legislation and regulation.

Cheltenham Borough Council operates within a dynamic regulatory environment that has evolved in recent years, driven by post-Grenfell building safety reform, consumer regulation in social housing, and the national net-zero agenda. Key legislation that is currently driving housing policy is highlighted below.

The Building Safety Act 2022, reinforced by fire safety legislation and detailed the “Big Eight” compliance duties—covering fire, building safety, gas, electrical, asbestos, water/legionella, lifts, and damp & mould—sets the requirement for a pro-active asset management service to work in conjunction with the repairs and Empty Homes teams.

In parallel, the *Social Housing (Regulation) Act 2023*, which includes Awaab’s Law, Tenant Satisfaction Measures (TSMs), and strengthened Consumer Standards, increases expectations for transparency, timeliness, and the overall quality of homes and landlord services.

Looking ahead, a new *Decent Homes Standard* will set an improved baseline standard for all homes owned by the council. This will include, amongst other things, more stringent requirements relating to the condition of the property and energy efficiency standards. Whilst the new standards will not be mandated until 2035, it will require an extensive programme of work over many years to ensure all CBC properties are compliant.

In addition, to align with the private rented sector, the *Minimum Energy Efficiency Standards (MEES)* will make it unlawful to let properties with an energy rating below EPC E. The government has also confirmed a target for all social homes to reach EPC C or above by 1st April 2030.

Strategic Context

This strategy sits within a wider library of plans and policies that the council uses to define its purpose and delivery mechanisms. Those that are a specific to this Asset Management Strategy are highlighted below.

<i>Corporate objectives</i>	CBC Corporate Plan 2025 - 2028			
<i>Delivery parameters</i>	HRA 30 - year business plan, HRA annual budget, Mission Statement			
<i>Delivery strategies</i>	Asset Management Strategy 2026-2030	Property Compliance Strategy 2025-2028	Tenant and Leaseholder Voice Plan 2025-2028	Housing Homelessness and Rough Sleeping Strategy
<i>Key activities</i>	Planned Maintenance Stock improvement New Build development Regeneration Stock acquisition and rationalisation	Statutory compliance	Tenant and leaseholder engagement	Outlines key priorities for delivering more affordable homes, making best use of existing accommodation, preventing and tackling homelessness and improving health and wellbeing of our communities

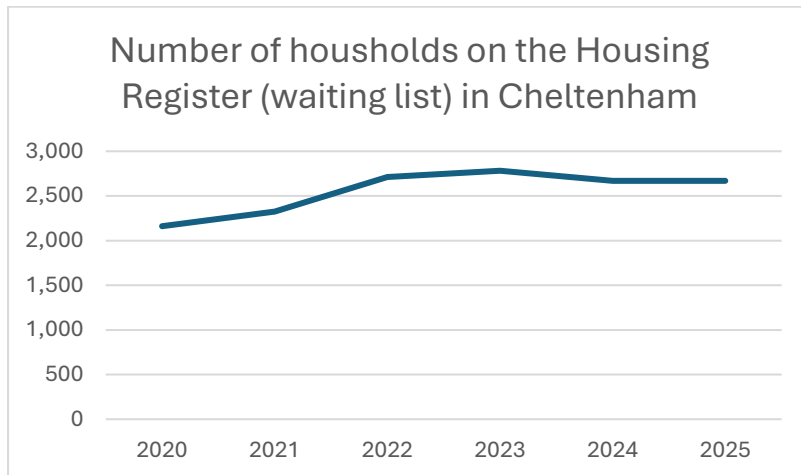
In developing this strategy, consideration has also been given to a variety of information sources from across the operations of the council, including feedback from residents, suppliers and council officers across a variety of departments and to external factors such as the Regulator of Social Housing consumer standards, legislation, climate change and Net Zero commitments and emerging new Decent Homes Standard.

Local Housing need

As with much of the country, Cheltenham Borough Council’s Housing Register continues to trend upwards with more and more households being able to evidence ‘housing need’. As such, it is imperative that the council plays its role – alongside Registered Provider partners – in efficiently managing its stock, increasing the number of Affordable homes and providing appropriate accommodation for all those in need.

The last Local Housing Needs Assessment (LHNA) identified a need for 3,874 new affordable homes between 2021 and 2041 and there are over 2,500 households on the Housing Register. Households can wait many months and up to three years to be rehoused and the council is only able to accommodate those with the greatest need.

The graph below shows the change in the number of households on the Housing Register between 2020 and 2025. This shows that there has been an increase of just over 500 households (24%).



The Climate Emergency

Cheltenham Borough Council declared a Climate Emergency in July 2019 and since then it has striven towards Net-Zero emission across all its activities, including the management of its housing stock. It is the ambition of the council to improve the energy efficiency of its housing stock and is already actively delivering a warm homes plan. Using the Social Housing Decarbonisation Fund 59 properties were improved under wave 1 by utilising retrofit technologies such as external wall insulation, ground source heat pumps and high performing glazing. Under wave 2, 177 properties were improved (157 of which were externally funded). This included a mix of measures and property types, including some system-built properties with steel or concrete pre-cast frames (those built after the second world war to address the housing shortage).

Under wave 3 of the warm homes plan we aim to upgrade and improve the energy efficiency of 425 properties, through both fabric improvements and technological upgrades. Our works will target a ‘fabric first’ approach, and include measures such as:

- Upgrading loft insulation to 400mm. This is a significant number of properties on the project, as many are borderline EPC C/D and only require loft insulation to achieve a rating of C or above.
- Installation of wall insulation
 - External Wall Insulation
 - Cavity Wall insulation
 - Internal wall insulation where possible
- Sloped ceiling/Room-in-roof insulation
- Low carbon heating
- Solar PV
- Ventilation upgrades

Building and construction costs

In recent years, the cost of building and construction work, including those for Planned Maintenance, have increased at rates beyond inflation. At the same time, the investment required to transform much of the housing stock to meet new regulatory requirements is at historic highs whilst rental income remains below inflation. The pressure on capital budgets is therefore pronounced.

Development and regeneration programme

The council has an ambitious programme to deliver more affordable homes through the Housing Revenue Account (HRA).

The table below shows that in the last 7 years the council has acquired or built over 260 new affordable homes. This is through a range of delivery routes including council led new build, s106 acquisitions and purchases via the open market or under a developer agreement.

	CBC New Build	CBC Acquisitions	Totals
2019/20	0	27	27
2020/21	11	26	37
2021/22	34	27	61
2022/23	0	18	18
2023/24	14	35	49
2024/25	0	29	29
2025/26	29	12	41
Totals	88	174	262

Between 2026 and 2030 the council has committed £93.7m to the delivery of new affordable housing. This includes the final phase of the Swindon Road development (41 dwellings) and 70 dwellings on the former Monkscroft school site, where work is due to commence in 2026/27.

The committed funding allows the council to bid for s106 homes as opportunities arise. These represent good value for money as the council buys them at a discount from the developer which forms part of their planning obligations. The council is under contract to buy a further 46 dwellings on the Regents Village site in 2026/27 and with over 5,000 new homes planned or approved across the district, there are significant opportunities for the council to acquire some of the affordable homes on these sites and add them into the HRA.

The council works closely with Homes England and under the last Affordable Homes Programme secured almost £3m to deliver 70 dwellings on Swindon Road. These are a mix of rented and shared ownership properties. The council meets regularly with the regional growth manager and keeps the pipeline of new homes up to date. Funding is applied for once schemes are firmed up and have planning permission and final costs. This is done under the continuous market engagement route. In 2026/27 the council will submit a bid for funding for the 70 dwellings on the Monkscroft former school site.

Other opportunities to increase the number of new council homes include 'off the shelf' or 'turnkey' schemes where the council enters a contract with a developer to purchase properties at a reduced market value with grant funding. The council is under contract to deliver 5 homes on the Cherrington's Kidnappers Lane site under this delivery route.

The last delivery route is called 'Acquisition and Works'. This is where the council buys back former council owned properties sold through the Right to Buy. One property is currently being acquired under this route, and further properties will be purchased as opportunities arise.

The Housing Revenue Account (HRA) and stock profile

The Housing Revenue Account is a ring-fenced account used by local authorities to manage the income and expenditure for its housing stock. It is separate from the council’s General Fund which, is used for wider council activities. The HRA operating budgets and capital budgets are approved by Councillors each February and published on the council’s website.

Specific pressures on the HRA include:

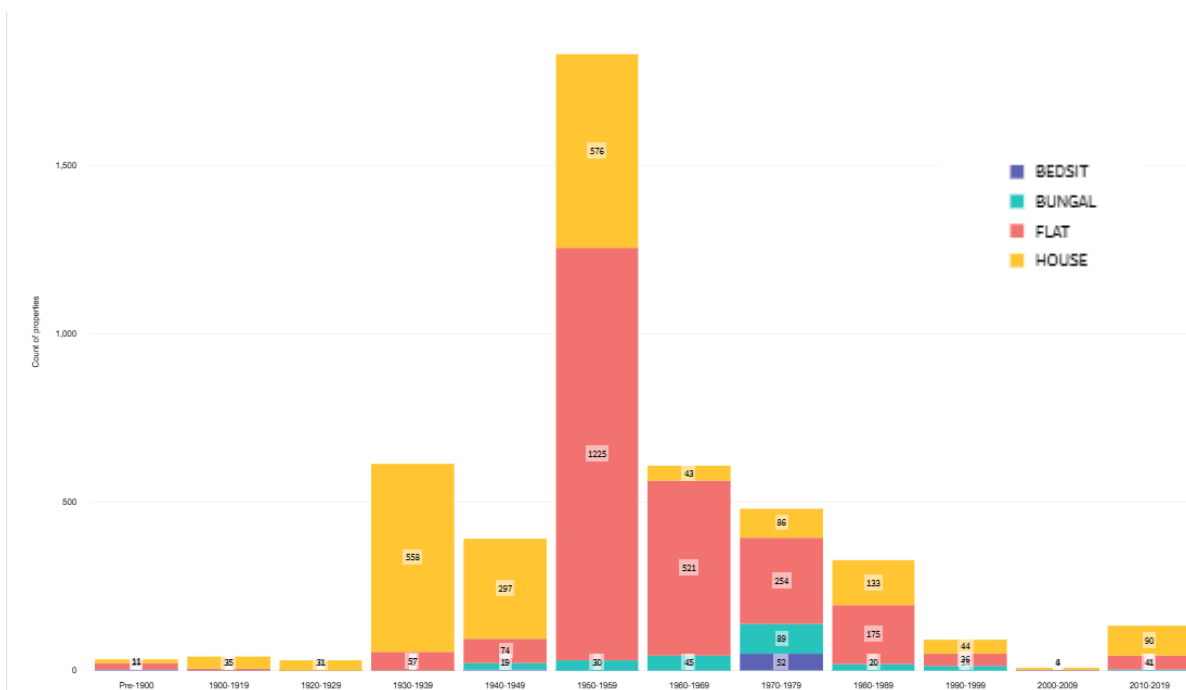
- Rising repair demand associated with stock age
- Increased compliance and building safety costs
- Interest rate and inflation pressures, reducing long-term HRA capacity

In April 2026 the council’s HRA included 5,178 homes across the following tenures:

Tenure	Number of Homes	Percentage
Social Rent	4,365	84%
Affordable rent	254	5%
Shared ownership	51	1%
Leasehold	427	8.5%
No rent charge (pending development, regeneration, etc)	81	1.5%
Total	5,178	

This included 340 blocks of flats and bedsits, of which 5 are 5 storey buildings (below 11meters in height). We have no blocks over 18 metres in height.

As the chart below shows, most of the stock was built between 1950 and 1979. Properties from this era can make it more difficult to meet the Decent Homes Standard due to size and layout which in turn, can make investment more expensive.

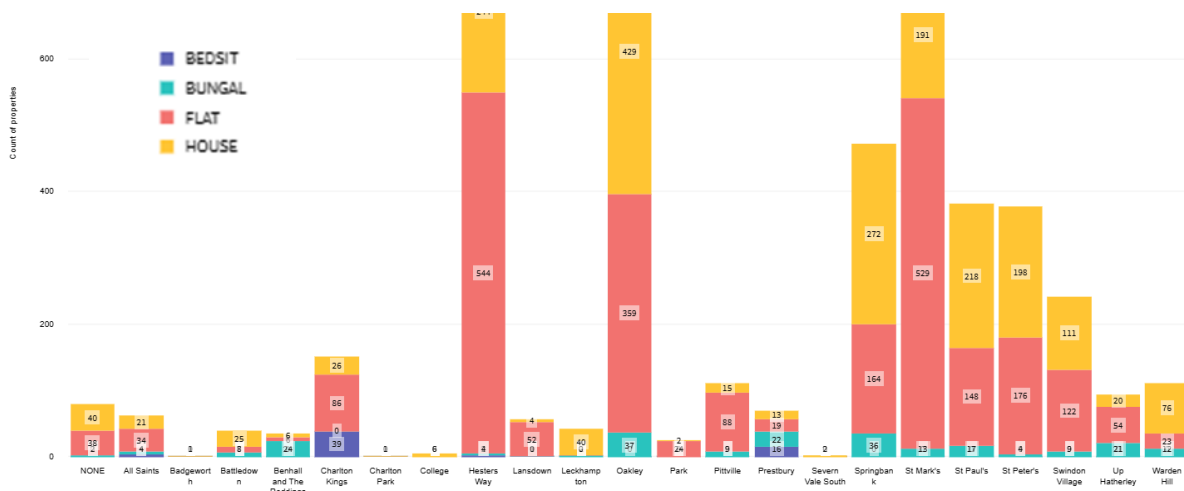


Of the actively managed rented stock, 4,137 are general needs and 492 are independent living schemes. The table below shows the breakdown of these by property type.

	General Needs	Independent Living
Bedsit	7	55
Bungalow	206	14
Flat	1,984	423
House	1,940	-

There is a shortage of larger, family sized accommodation (3 beds+) and an overconcentration of smaller (1 bed) properties in some areas.

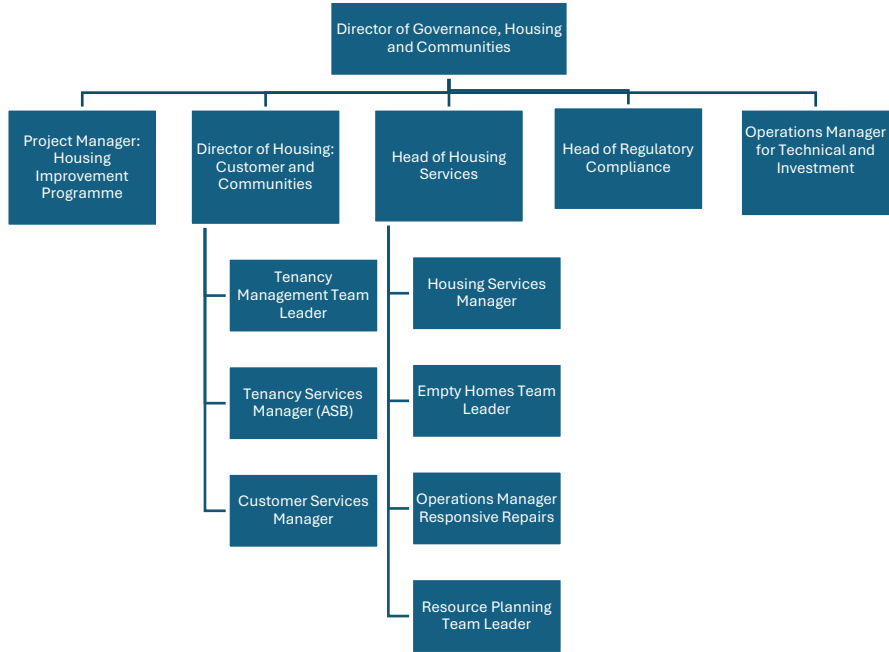
Wards with the greatest concentration of properties include Hesters Way, Oakley, St Marks and Springbank.



Of the councils rented dwellings, 4,124 have an energy performance certificate. There is a plan to obtain an EPC for the properties without one but in the meantime, we use software to model their energy performance and identify future improvement works. This shows us that 81% of dwellings are assessed as having an energy efficiency rating of C or above. We anticipate that all properties will have an EPC by end March 2027 and we have a target to achieve C or above by 2030 for all our properties (unless they qualify for an exemption).

Managing our services

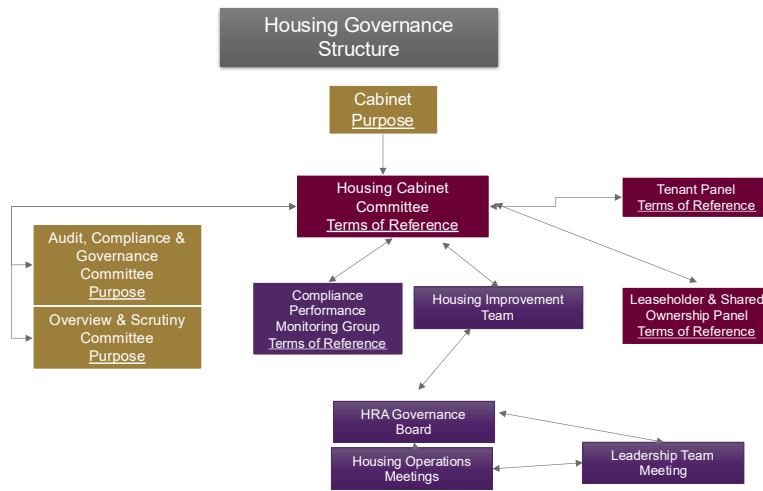
Housing services is currently structured as follows:



Existing stock is managed by our Technical and Investment Team who have responsibility for planned maintenance and capital improvements and our Responsive Repairs Team whose role is carry out reactive repairs and cyclical maintenance to our properties. The Compliance Team ensures that properties meet statutory regulations, including fire safety, gas, electric, asbestos, and water testing as well as monitoring compliance with the time frames for tackling hazards as set out in Awaabs Law.

Acquisitions, new builds and section 106 acquisitions are managed outside the formal Housing Services structure by the Major Development and Regeneration Team, although the Director of Governance, Housing and Communities is the Senior Responsible Officer for all affordable housing delivery projects.

Services are overseen and scrutinised via a robust governance structure which includes tenant and leaseholder engagement:



Our position as of April 2026

At the start of this strategy our position is as follows:

- We have directly delivered £92.4m of capital investment to the housing stock between April 2021 and March 2026. This includes £38.6m investment in the acquisition and development of new homes.
- Between 2026 and 2030 we have allocated £69.6m towards investment in the existing housing stock and over £77.7m towards new affordable homes.
- We hold good asset data, but there are further improvements that can be made to enhance this data and introduce additional validity checks and fill any gaps in information to strengthen our decision making and investment planning.
- Previous and current investment decisions have been based on age, condition and repairs data, but there is an opportunity to strengthen this further and ensure this is recorded and evidenced.
- Use of sustainability modelling and option appraisals is limited, with opportunities to expand the application of active asset management.
- Governance arrangements relating to asset management have been significantly enhanced with the housing service coming back under the council's control and we want to continue to build on this.
- Tenant and resident engagement in some investment decisions have been undertaken, although there are opportunities to enhance and evidence this further.
- 80% of the domestic housing stock has received a physical stock condition survey in the last 5 years and we are targeting as close to 100% by September 2026, as possible.
- 100% of communal areas in blocks of flats have received a physical stock condition survey in the last 5 years.
- 98.6% of the domestic housing stock meets the current decent homes standard. The council will work with tenants of the 1.4% of homes that fail the standard to complete necessary works in-year.
- Identified 468 hazards through stock condition surveys since October 2024 (49 Cat 1s and 419 Cat 2s). Of these, all the Cat 1s have been addressed and most of the Cat 2s. There are 20 outstanding category 2 hazards across the domestic stock that are in the process of being rectified.
- We have a robust process for defending disrepair claims and currently have 17 open cases, although at least half of these have been dormant for more than six months.
- We are seeing a sustained high demand for condensation, damp and mould inspections from our customers with 76 cases open in March 2026.

- 81% of the domestic housing stock is at EPC C or above. A proportion of these are within 5 SAP points of achieving EPC C so could reach the standard with relatively minor measures (e.g. loft insulation top up).
- As measured through our Tenant Satisfaction Measures, 81.8% of our tenant's surveyed were satisfied with repairs to their home in the last 12 months.
- As measured through our Tenant Satisfaction Measures, 79.9% of our tenant's surveyed felt that their home is well maintained.
- As measured through our Tenant Satisfaction Measures, 78.8% of our tenant's surveyed felt their home is safe.
- We have directly acquired 94 properties from private developers since 2022 to add to the housing revenue account. This is in addition to 43 affordable homes built on council owned land.
- We are under contract to deliver a further 140 new homes by March 2027.

Strategic priorities for 2026-2030

To build on our starting position this strategy highlights five priorities to help guide and drive activity over the coming years.

1. Safety and compliance first

Our number one priority will always be safety and compliance, ensuring all our homes are fully compliant with statutory and regulatory requirements.

We will do this through:

- Delivering against our [Compliance Strategy](#)
- Implementing our [Housing Improvement Programme](#) which contains the Safety and Quality workstream.
- Scrutinising performance at the Compliance Monitoring Group which meets every two months.
- Learning from data to identify early action that can be taken or planned improvements made to prevent properties from falling into disrepair.

2. Informed decisions

Effective decision making relies on robust and relevant data. As the financial investment into our homes increases, it becomes even more important to ensure prudent decisions are taken and investment is targeted to obtain maximum impact.

We will do this through:

- Completing our Stock Condition Surveys and ensuring all data is collated within the QL management system.
- Collating planned maintenance and repairs cost information to establish full property costs and identifying those house types with higher expenditure.
- Bringing together key metrics from Planned maintenance, Housing Services, Repairs and Development teams to use in decision making.
- Developing a disposal policy which will include a set of core metrics to assist in identifying underperforming properties or those suitable for disposal.
- Working with Registered Provider partners to map the location of all Affordable Housing in Cheltenham and consider the opportunity for stock swaps, purchases and disposals.
- Benchmarking our costs against other social landlords, where possible

3. Decent, healthy and energy efficient homes

An effective and efficient planned maintenance programme is essential to ensure that we meet current and upcoming national standards, including MEES and the new Decent Homes Standard, and to ensure our homes are fit for 21st century living.

We will do this through:

- Utilising government subsidy to upgrade the energy efficiency of our homes through the Warm Homes Programme.
- Establishing a core set of Key Performance Indicators for the Planned Maintenance team to deliver robust contractor performance and drive-up quality and value for money.
- Using information from stock condition surveys and estimates for upgrading our homes to set appropriate long-term budgets and renewing the 30-year business plan
- Subject to funding, achieving a minimum of EPC C across our stock
- Conducting a feasibility study on installing solar panels as part of our roofing programme

4. Aligning our homes with housing need.

As a social landlord, the council has a role – alongside other Registered Providers - in providing homes for those on the Housing Register. The needs of households continue to change over time, particularly as landlords grapple with the requirements of an ageing population. Whilst there is the ability to try and address this through the supply of new Affordable housing, landlords also need to review their existing stock and ensure it is managed to meet the needs of existing residents and those on the Housing Register.

We will do this through:

- Working with the Housing Enabling team to understand key demographic and cultural changes that are impacting on the needs of our residents today and in the future.
- Using stock condition data and other survey data to categorise stock (A-G) against accessibility standards based on the Homeseeker Plus Accessible Housing Register. This will assist applicants to identify properties that best meet their physical needs.
- Ensuring that the Aids and Adaptations requests are managed effectively and that a pro-active housing management approach is taken towards households with increasing needs.
- Building on the review of the Sheltered Housing portfolio undertaken in 2018 and develop a plan to ensure that it remains fit for purpose and financially viable.
- Establishing a new Acquisitions programme that utilises Right to Buy receipts to purchase homes for Affordable Housing.
- Introducing a high-level options appraisal to be undertaken prior to properties becoming void that considers the potential for disposal, improvement, development or re-let.

5. Establish a development and regeneration programme

An active development pipeline is essential to provide the HRA with new, purpose-built homes that meet the needs of our residents and works to reduce the number of households on the Housing Register. New homes have lower running costs (eg heating bills) and require less maintenance/improvement. These new homes will provide a key role in modernising the overall stock portfolio and reducing overall maintenance liabilities.

Additionally, the council must consider if there are specific locations where a regeneration programme could be more appropriate. This may be the case where there are more fundamental issues relating to the housing stock and/or social issues that cannot be address through upgrading the homes.

We will do this through:

- Reviewing all development opportunities that have been identified on QL and establishing if they represent viable prospects for the council.
- Developing a plan for the future of empty prefabricated (post-war) dwellings at the Reddings
- Embracing opportunities presented through the section 106 mechanism within the capital budget.
- Reviewing condition data for sheds and garages and developing a strategy to inform investment decisions

Action Plan

Action	Timescale
Complete our Stock Condition Surveys and ensure all data is collated within the QL management system	By the end of year 1
Collate planned maintenance and repairs cost information to establish full property costs and identify those house types with higher expenditure	By the end of year 2
Develop a disposal policy which will include a set of core metrics to assist in identifying underperforming properties or those suitable for disposal	By the end of year 1
Work with Registered Provider partners to map the location of all Affordable Housing in Cheltenham and consider the opportunity for stock swaps, purchases and disposals	By the end of year 1
Utilise government subsidy to upgrade the energy efficiency of our homes through the Warm Homes Programme.	As set out in the Warm Homes Programme Plan
Establish a core set of Key Performance Indicators for the Planned Maintenance team to deliver robust contractor performance and drive-up quality and value for money.	By the end of year 2
Achieve a minimum of EPC C across our stock, subject to funding	By the end of this plan
Conduct a feasibility study on installing solar panels as part of our roofing programme	By the end of year 1
Use stock condition data and other survey data to categorise stock (A-G) against accessibility standards based on the Homeseeker Plus Accessible Housing Register.	By the end of year 2
Build on the review of the Sheltered Housing portfolio undertaken in 2018, develop a plan to ensure that it remains fit for purpose and financially viable.	By the end of this plan
Introduce a high-level options appraisal to be undertaken prior to properties becoming void that considers the potential for disposal, improvement, development or re-let.	By the end of year 2
Review all development opportunities that have been identified on QL and establish if they represent viable prospects for the council.	By the end of year 3
Develop a plan for the future of empty prefabricated (post-war) dwellings at the Reddings	By the end of this plan
Review condition data for sheds and garages and develop a strategy to inform investment decisions	By the end of year 3

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Cheltenham Borough Council

Cabinet Housing Committee – 1st June 2026

Tenant Satisfaction Measures (TSMs) Submission 2025/26

Accountable member:

Councillor Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities

Ward(s) affected:

N/A

Key Decision: No

Executive summary:

- This report provides the Housing Cabinet Committee with the Tenant Satisfaction Measures (TSMs) for 2025/26.

Recommendations:

The Housing Cabinet Committee note the TSMs.

1 Background

1.1 Since 1 April 2023 all providers of social housing are required by law to monitor and collect certain information relating to their properties so to keep tenants safe. We have to respond to a number of questions; some relating to landlord person and others that require us to ask our tenants questions to help monitor and understand their opinion of the services provided.

1.2 TSMs collect information on Low-Cost Rental Accommodation (LCRA) and Low-Cost Home Ownership (LCHO) properties. LCRA and LCHO are Regulator terms; here we refer to LCRA as social rent and LCHO as affordable rent.

1.3 TSMs for 2025/26 are measurements from 1 April 2025 to 31 March 2026. While data is collected through the year, figures are reported as at 31 March 2026.

2 TSMs 2025/26

2.1 In line with Regulator of Social Housing (RSH) requirements our Tenant Satisfaction Measures (TSMs) for 2025/26 have been collected, analysed and validated and are ready to be inputted into the NROSH portal prior to the submission deadline of 30 June 2026.

2.2 2025/26 results are:

PERFORMANCE MEASURES

Building safety

Building safety results include Low-Cost Rental Accommodation (LCRA) and Low-Cost Home Ownership (LCHO) properties combined.

Performance measures	Percentage of homes
Proportion of homes for which all required gas safety checks have been carried out	99.73%
Proportion of homes for which all required fire risk assessments have been carried out	100%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%
Proportion of homes for which all required legionella risk assessments have been carried out	100%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%

Anti-social behaviour

Anti-social behaviour results include Low-Cost Rental Accommodation (LCRA) and Low-Cost Home Ownership (LCHO) properties combined.

Performance measures	Number of cases
Number of anti-social behaviour cases, opened per 1,000 homes	15.5
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.2

Decent Homes Standard (DSH) and repairs

Decent Homes Standard (DHS) and repairs results include Low-Cost Rental Accommodation (LCRA) only.

Performance measures	Percentage of homes
Proportion of homes that do not meet the Decent Homes Standard	1.37%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale	94.7%
Proportion of emergency responsive repairs completed within the landlord's target timescale	95.3%

Complaints

Complaints results include Low-Cost Rental Accommodation (LCRA) only.

Performance measures	Result
Number of stage one complaints received per 1,000 homes	64
Number of stage two complaints received per 1,000 homes	6.9
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%

TENANT PERCEPTION MEASURES

Complaints results include Low-Cost Rental Accommodation (LCRA) only.

Tenant perception measures	Percentage of respondents
Proportion of respondents who report that they are satisfied with the overall service from their landlord	81.5%
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	83.2%
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	83.0%
Proportion of respondents who report that they are satisfied that their home is well maintained	83.4%






Tenant perception measures	Percentage of respondents
Proportion of respondents who report that they are satisfied that their home is safe	86.01%
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	69.5%
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	83.2%
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	86.7%
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	46.0%
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	74.8%
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	74.8%
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	63.4%

3 Comparisons with previous years TSMs

3.1 TSMs have been a sector requirement for the last three financial years. For the first TSM submission we submitted two TSM returns; one for Cheltenham Borough Homes owned properties and one for Cheltenham Borough Council owned properties. Year two and this imminent return, are for Cheltenham Borough Council owned properties.

3.2 A summary of all historic results and a gauge on this year’s results in comparison to last years as well as any necessary supporting narrative are as follows:



BUILDING SAFETY

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Proportion of homes for which all required gas safety checks have been carried out	99.9%	100%	99.98%	99.73%	
Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	100%	96.47%	100%	
Proportion of homes for which all required legionella risk assessments have been carried out	100%	100%	100%	100%	
Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	100%	100%	

While only a fractional downward trend and for the second year marginally away from 100% for gas safety our focus is on 100% for 2026/27 with the safety of our tenants at the forefront of everything that we do. A shift in process away from automatically capping gas supplies when a gas service becomes overdue may of lead to the downward trend seen this current year.

The other four 100% measures represent the constant focus on compliance.


ANTI-SOCIAL BEHAVIOUR

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Number of anti-social behaviour cases, opened per 1,000 homes	14.3	0	14	15.5	
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.4	0	0.7	0.2	

While anti-social behaviour cases have risen which has a negative connotation, this has only been a marginal increase and even with the increase numbers are not at a concerning level. The ASB team have worked hard on promoting their service to all tenants, it has been made more accessible for reporting and as a result this has seen an increase, tenants are now feeling safe and empowered to contact us and report cases. The team have been able to report on positive outcomes in relation to ASB cases especially in relation to legal cases and communities are now feeling safer. There has been a positive decrease in cases involving hate incidents.

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DECENT HOMES STANDARD

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Proportion of homes that do not meet the Decent Homes Standard	0.2%	0%	1.19%	1.37%	

This is a slight increase on last year's reported figure of 1.19% and represents 64 individual properties. The reasons for failure are:

Criterion A - It meets the current statutory minimum standard for housing	
Dwellings that fail to meet this criterion are those containing one or more serious hazards as defined under the Housing Health and Safety Rating System (HHSRS).	Dwellings failing: 0
Criterion B - It is in a reasonable state of repair	
Dwellings that fail to meet this criterion have either; one or more key building components that are old and need replacing due to their condition; or two or more other building components that are old and need replacing.	Dwellings failing: 20
Criterion C - It has reasonably modern facilities and services	
Dwellings which fail this criterion lack three or more of the following: a modern kitchen (20 years old or less); a kitchen with adequate space and layout; a modern bathroom (30 years old or less); an appropriately located bathroom and WC.	Dwellings failing: 12
Criterion D - It provides a reasonable degree of thermal comfort	
This criterion requires dwellings to have both effective insulation and efficient heating.	Dwellings failing: 32



One property fails under two criterions hence 65 failings shown but only 64 properties reported.

The slight increase is likely linked to the additional surveying work carried out across our properties over the past 12 months. Since October 2024, almost 80% of our stock (77.54%) has been surveyed and 100% of blocks, giving us more accurate and up-to-date information on the condition of our homes. We are now prioritising access to the remaining 22.46% so we can complete the picture and further strengthen the quality of our stock data.

In the coming weeks, further checks will be made on 16 of the 63 properties as information on these properties (from surveys / photographs or other data) is unclear or contradictory. A plan will then be put in place to upgrade all properties to the Decent Homes Standard, where possible and where we are permitted by the tenant. This plan will be in place by the end of June 2026 and the ambition would be for this work to be completed by end of September 2026. The report will then be re-run giving time for any new properties flagged as non-decent to be picked up before the TSM is calculated again on 31st March 2027.

A Briefing note on this Decent Homes Standard result, which expands on some of the information outlined above, can be found in Appendix 1.

REPAIRS





Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Proportion of non-emergency responsive repairs completed within the landlord's target timescale	92.3%	88.5%	94.6%	94.7%	
Proportion of emergency responsive repairs completed within the landlord's target timescale	93.2%	90.3%	97.4%	95.3%	

Overall repairs performance has shown a strong and sustained improvement since 2023/24, with performance stabilising at a high level in 2025/26.

- Non-emergency responsive repairs improved significantly from 88.5% in 2023/24 to 94.6% in 2024/25, reflecting better planning, contractor performance and appointment management. Performance has been maintained in 2025/26 at 94.7%, representing a marginal +0.1 percentage point variance year on year and demonstrating our consistency.

- Emergency responsive repairs also saw a substantial uplift from 90.3% in 2023/24 to 97.4% in 2024/25, indicating a much stronger response to urgent repairs. In 2025/26, performance reduced slightly to 95.3%, a -2.1 percentage point variance compared with 2024/25. Despite this small decline, performance remains strong and well above historic levels and we aim to improve on this in the current financial year.

COMPLAINTS

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Number of stage one complaints received per 1,000 homes	36.7	18.3	49.2	64	
Number of stage two complaints received per 1,000 homes	1.5	0	3.5	6.9	
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%	100%	95.5%	98.3%	
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%	100%	93.8%	100%	

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While complaint numbers have risen which often has a negative connotation, there can also be positives associated with this in that tenants feel empowered to complain. Even with the increase numbers are not at a concerning level. The increase in numbers is indicative of positive culture within CBC, over the last three years, following the introduction of the Code in 2023. While this may have initially contributed to higher complaint volumes, as a landlord we have adapted well to this change. The increase in Stage 1 complaints reflects improved awareness of our complaints process and greater tenant confidence in raising concerns. This shows that residents feel listened to and trust CBC to respond.

We have appointed a dedicated Complaints Officer to oversee the complaints process and the implementation of the Code, alongside our complaints policy. As a landlord, we are required to complete a self-assessment each year for the Housing Ombudsman and strongly advocate for improved accessibility to the complaints process for our tenants.

This includes ensuring the complaints process is published as widely as possible and available in a variety of formats to support ease of use. We clearly publicise this on our website, ensure all staff have a basic level of understanding of the complaints process, and actively encourage its use where

appropriate. High numbers of complaints demonstrate that our process is visible, accessible, and being used by the residents it is intended to serve.

Any form of feedback is an opportunity to learn. Complaints data can be analysed for identifying recurring repair failures, mapping dissatisfaction hotspots, link complaint data with contractor performance and track repeat complainants for unresolved systemic issues.

An increase in Stage 2 complaints may reflect a shift in customer expectations. It is often the case that the outcome at Stage 1 is not the resident's preferred resolution, which can lead to escalation to Stage 2. More recently, during 2025/26, a planned programme of kitchen installations resulted in a higher number of Stage 2 complaints.

Complaint figures remain relatively low; however, complaint handling challenges are being experienced across many landlords and reflect a wider national trend. The social housing sector is currently under significant pressure, with the Housing Ombudsman reporting rising complaint volumes and widespread service failures across a number of landlords.

TENANT PERCEPTION MEASURES

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
	CBC	CBH			
Proportion of respondents who report that they are satisfied with the overall service from their landlord	80.3%	65.1%	80.2%	81.5%	↑
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	83.7%	73.1%	81.8%	83.2%	↑
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	79.9%	63%	81.9%	83.0%	↑
Proportion of respondents who report that they are satisfied that their home is well maintained	80.4%	65.9%	79.9%	83.4%	↑
Proportion of respondents who report that they are satisfied that their home is safe	82.6%	62.5%	78.8%	86.01%	↑
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	70.1%	40%	67.1%	69.5%	↑
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	81.5%	73.5%	82%	83.2%	↑

Performance measure	2023/24		2024/25	2025/26	Variance from 2024/25 to 2025/26
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	85.5%	74.4%	85.7%	86.7%	↑
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	43.4%	37.5%	43.8%	46.0%	↑
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	65.9%	39.1%	66.3%	74.8%	↑
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	77.6%	63.6%	74.5%	74.8%	↑
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	66.3%	40.7%	63.1%	63.4%	↑

We are delighted to see positive increases in all our tenant perception measures and especially as some increases are significant. This is a trajectory we are focused on increasing year on year.

For the service specific tenant perception measures the following narrative supports the upward trend in the 2025/26 results:

Repairs - Tenant satisfaction with the repairs service has improved markedly over the three-year period, with continued positive momentum into 2025/26.

- Overall satisfaction with the repairs service increased from 73.1% in 2023/24 to 81.8% in 2024/25, reflecting the impact of service improvements and better customer experience. This positive trend continued in 2025/26, rising further to 83.2%, demonstrating growing resident confidence in the repairs service.

- Satisfaction with the time taken to complete the most recent repair shows the most significant improvement over the period. Results increased sharply from 63.0% in 2023/24 to 81.9% in 2024/25, with a further increase to 83.0% in 2025/26. This indicates sustained improvements in responsiveness, scheduling and completion times.
- Satisfaction that homes are well maintained also improved consistently year on year, rising from 65.9% in 2023/24 to 79.9% in 2024/25, and reaching 83.4% in 2025/26. This suggests that the cumulative effect of repairs and maintenance activity is being positively recognised by residents.

Overall, the results for 2025/26 demonstrate strong and sustained improvements in resident satisfaction across all repairs-related measures, aligning with improved operational performance and reinforcing progress toward a more reliable, resident-focused repairs service.

Complaints - Unfortunately, the Regulator expectations on fulfilment of this measure means it is not precisely targeted at tenants who have been through our complaints process so while it is challenging to change perceptions of tenant without having been through the formal process, we have started a new tenant engagement exercise specifically targeted at those tenants who have.

We now on a by six monthly bases, provide a list of 30-40 names of those who have been through the complaints process to the Resident Engagement Officer in the Community Investment Team, and we run complaints focus groups. These focus groups allow us to tap into lived experience, and it is our view that feedback and ideas from these sessions will both lets us hone our complaints handling for optimal levels of tenant satisfaction and will increase tenant perception on how seriously we take complaints handling (and how this feeds through to a lesson learned culture).

While this represents a marginal positive increase, we would like to see this figure continue to rise. By increasing the publicity of the complaints process through tenant handbooks and online platforms, we can further improve awareness. This will help residents to understand that a service request and a complaint are two separate issues, each with its own purpose and process.

CBC Housing Services are continuously striving to ensure there is a better perception by trying to understand more about experience of the process. CBC acknowledges complaints promptly and provides regular progress updates, ensuring tenants do not have to chase for information during the process. We make sure to empathise with and listen to tenants throughout. We also ensure that after the process the loop is closed by keeping tenants informed about how we are learning from complaints. This is supported through the establishment of complaint feedback groups and most recently sharing examples of learning on our website for the past year.

Anti-Social Behaviour - This has seen a further increase this year in tenant satisfaction, the team are continuing to work hard with all our communities in relation to ASB and ensuring regular communication is given to residents who have reported ASB.

4 Publication of TSMs

4.1 It is a regulatory requirement we publish our TSMs for tenant and wider stakeholder accountability and transparency purposes. We have historically done this via our website.

4.2 This year we have placed a focus on making our TSM publication more aesthetically pleasing with the aim of making it more appealing and accessible to tenants which we believe will increase tenant involvement and engagement. Beyond publishing our TSM results in a more modern, colourful and creative format we have supported the information with feedback, statements and examples of 'you said we did'. There is no Regulator expectation to explain or justify TSM results when publishing them, but it is felt this approach 'brings alive' our results and gives examples of how we engage with our tenants and act on their feedback (positive or constructive) as well as expressions of dissatisfaction and complaints so to improve our services and improve our tenant experience. It also shows how service delivery is constantly evolving.

4.3 The TSMs will be published on our website week commencing 8 June 2026. The document which has been produced and will be uploaded to the website can be viewed in Appendix 2.

5 Consultation and feedback

5.1 Housing service managers and Director of Governance, Housing and Communities

Report author:

Claire Hughes, Director of Governance, Housing and Communities

Appendices:

- i. Risk Assessment
- ii. Briefing note on this Decent Homes Standard result
- iii. Tenant satisfaction measures for Cheltenham Borough Council owned properties 2025/26 (for publication on CBC website in June 2026)

Background information:

None

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
1.	<p>If we fail to meet regulatory and legal requirements, specifically the Regulator for Social Housing consumer standards and the Housing Ombudsman Complaints</p> <p>Handling Code then this may result in intervention and reputational damage.</p>	Claire Hughes	4	3	12	Reduce the Risk	<ul style="list-style-type: none"> - Self-referral made to regulator – no regulatory judgement issued. - Effective oversight of regulatory performance by senior officers, Cabinet and Housing cabinet committee. - Delivery of Improvement Plan - External expertise in place to support compliance with the standards including mock inspection. - Annual self-assessment of compliance with the Complaints Handling Code (published to tenants and HO. - New resource added to the improvement programme team - External expertise has been engaged on policy development, compliance 	Claire Hughes	Ongoing monitoring

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
							strategy and data validation - Full review of consumer standards gap analysis is underway - Inspection readiness evidence bank is being created		
2	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	4	3	12	Reduce the Risk	- Effective oversight of service delivery performance by senior officers, Cabinet and Housing cabinet committee. - Review and monitoring of service standards. - Effective tenant voice and listening and acting on tenant feedback. - Learning from complaints. - Review of national TSM data	Caroline Walker	Ongoing monitoring

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Decent Homes Result, March 2026

Report to: Senior Managers

Date: 14th May 2026

Responsible officer: Helen McEgan

Introduction

As at 31st March 2026, 63 distinct properties were assessed as failing the decent homes standard. One property (Tramway Cottage) fails under two criteria (B & D) hence 64 failings have been identified in total. This is an indicative figure at this stage, and it is anticipated that following further analysis this figure will reduce. More detail on this is provided in the report.

With a baseline stock figure of 4,656 this gives a non-decency figure of **1.35%** of CBC housing stock. Rounded up to 1.4% this is a slight increase on last year's figure of 1.2%.

This report sets out the methodology for calculating the result and the next steps to bring the properties up to the required standard where possible.

Background

The Decent Homes Standard, updated to its current definition in 2006, sets out the minimum standards for the condition of social homes. Each social dwelling is assessed against four criteria relating to hazards, the state of repair, modern facilities and thermal comfort. To assess each dwelling's compliance with the standard, comprehensive asset information is required from a range of sources.

The proportion of dwellings that fail to meet the Decent Homes Standard is included within the set of Tenant Satisfaction Measures (TSMs).

Methodology

To assess each dwellings compliance with the standard, a large volume of information is required. Data from the stock condition surveys is the main source of information. This is imported directly into QL and the condition data for each property component (window, roof, kitchen etc.) is updated in real time. If this component is replaced, the condition data is updated to 'good' to reflect its new condition. Equally, if a subsequent inspection identifies a deterioration in the component condition this is also updated. This ensures that that planned maintenance programme for replacing worn or outdated property components is accurate.

Although condition surveys are the primary source of information, other datasets have been used to assess each dwelling (EPC, servicing records, kitchen/bathroom surveys), the majority of which is held on QL. Where multiple sources of information were available (e.g. condition survey, kitchen inspection) the most recent source for each component was used.

Data on thermal comfort is held in a system called 'Totality'. This uses data from the EPC register (which is a snapshot and can be out of date) and cleanses and integrates this with our asset management data to give a more comprehensive picture of the energy performance of our stock. This data is used by the council to inform its retrofit planning and asset investment strategy.

Decent Homes Result

The sections below set out the four decent homes criterion, the nature of the assessment and the number of dwellings that have failed:

Criterion A

Criterion A - It meets the current statutory minimum standard for housing	
Dwellings that fail to meet this criterion are those containing one or more serious hazards as defined under the Housing Health and Safety Rating System (HHSRS).	Dwellings failing: 0

Criterion A - Assessment Methodology

The occurrence of a potentially serious hazard (category 1) is either reported as part of the stock condition survey or via a completed HHSRS assessment in response to a concern raised by a tenant. It should be noted that the stock condition surveyor does not complete a full HHSRS assessment so any serious issues found are categorised as potential category 1 hazards.

Criterion A - Summary of Failings

The occurrence of a serious hazard is relatively rare but when identified, should be prioritised for immediate resolution. On 31st March 2026, no properties were identified as having a serious (category 1) hazard.

Criterion B

Criterion B - It is in a reasonable state of repair	
Dwellings that fail to meet this criterion have either; one or more key building components that are old and need replacing due to their condition; or two or more other building components that are old and need replacing.	Dwellings failing: 20

Criterion B - Assessment Methodology

The two variables required to assess dwellings under this criterion are the age and condition of each component (windows, doors, roof etc). The most accurate source of a component's age is from QL which is updated when works are completed.

The condition of each component is established through the stock condition programme. This information has been supplemented by kitchen and bathroom inspections. Where multiple condition assessments are available, the most recent has been used. It is important to note that a dwelling is not considered to be failing based on condition alone. A component is required to be old, as defined within the guidance and of poor condition.

- Roof structure and covering
- External walls (including chimneys and structural stability)
- Windows (window frames and glazing)
- External doors
- Main heating system/components (e.g., boiler, radiators)
- Main water heating system
- Major Plumbing (e.g., cold water storage tank, pipework)

Other (Non-Key) building components are:

- Kitchen components (e.g., sink, cupboards, worktops)
- Bathroom components (e.g., bath, shower, toilet, washbasin)
- Heating distribution (e.g., pipes and controls, if not part of key system)
- Internal doors
- Electrical systems (e.g., wiring, socket outlets)
- External finishes (e.g., rendering, brickwork pointing)

Criterion B - Summary of Failings

Of the 20 failing properties identified, 5 need further investigation. The render on the block at Beech House was reported as poor by the stock condition surveyor in March but the pictures are not clear and it may just need localised repair rather than full replacement. Another surveyor has been asked to revisit and survey again. Of the remaining 15 properties, there are 9 internal components that need replacing and 10 external components. A plan for their replacement will be developed by end June 2026.

Criterion C

Criterion C - It has reasonably modern facilities and services	
Dwellings which fail this criterion lack three or more of the following: a modern kitchen (20 years old or less); a kitchen with adequate space and layout; a modern bathroom (30 years old or less); an appropriately located bathroom and WC.	Dwellings failing: 12

Criterion C - Assessment Methodology

The age of each kitchen and bathroom has been determined from QL and an assessment of the space and location criteria is undertaken during the stock condition survey.

Criterion C - Summary of Failings

Of the 12 failing properties, 11 need further investigation due to conflicting information. One property in a block of flats is identified as failing due to inadequate sound insulation yet none of the others in the block have failed for this reason. It could have just been a recording error by the surveyor. 9 of the properties have been flagged due to kitchen space/unit failure, but it is difficult to verify from survey photos alone and some cases lack an explanatory survey note. One property has failed because the survey records the main WC as external, but photos/QL components do not align. For all of these queries the tenant will be contacted by phone or a new survey booked in as soon as possible to verify the findings.

Criterion D

Criterion D - It provides a reasonable degree of thermal comfort	
This criterion requires dwellings to have both effective insulation and efficient heating.	Dwellings failing: 32

Criterion D - Assessment Methodology

Detailed information relating to the heating type of each dwelling is maintained within QL. The Decent Homes Standard specifies different levels of insulation depending on the heating type. Cavity wall and loft insulation details are captured via the stock condition surveys and supplemented from EPC data and cavity wall surveys.

Criterion D - Summary of Failings

The three causes of failure within this criterion are the presence of non-programmable heating (1 dwelling), insufficient insulation levels (26 dwellings) or a Standard Assessment Procedure (SAP) rating, an assessment of energy performance of dwellings, of less than 35 (5 dwellings).

Of the 32 failing properties, 5 need further investigation because the heating route appears inefficient/unclear and requires manual validation.

Of those that require additional insulation, a plan will be produced by the end of June. For the 5 properties that have a SAP rating of less than 35, if work has previously been offered but refused by the tenant, we can remove them from the result.

Conclusion

The Council has made good progress with its stock condition surveys since October 2024, with 80% of homes being surveyed and 100% of blocks. This has given us accurate and up-to-date information on the condition of our homes. We are now prioritising access to the remaining 20% so we can complete the picture and further strengthen the quality of our stock data.

In the coming weeks, further checks will be made on 16 of the 63 properties as information on these properties (from surveys / photographs or other data) is unclear or contradictory. A plan will then be put in place to upgrade all properties to the Decent Homes Standard, where possible and where we are permitted by the tenant. This plan will be in place by end of June 2026 and the ambition would be for this work to be completed by end of September 2026. The report will then be re-run giving time for any new properties flagged as non-decent to be picked up before the TSM is calculated again on 31st March 2027.

Where possible, the report will be automated to make this information more readily available in the future.

Contact Officer: Helen McEgan
Email: helen.mcegan@cheltenham.gov.uk

A photograph showing a man in a black jacket and glasses, holding a notebook and pen, talking to a man in a grey sweater and cap. They are in a room with a table in the foreground holding a Bosch power drill and a yellow tape measure. A window in the background shows a red car parked on a green lawn.

Tenant satisfaction measures 2025-26

for Cheltenham Borough Council owned properties

From April 2023, the Regulator of Social Housing introduced a new requirement for all social housing providers to collect and report on Tenant Satisfaction Measures (TSMs). The questions focus on how satisfied tenants are with key services, such as the quality of their home, how repairs and complaints are handled, and overall landlord performance.

The results for Cheltenham Borough Council (CBC) properties for 2025–26 are recorded below.

Building safety

“Making sure our residents can live in safe environments is one of Cheltenham Borough Council’s main priorities.

Over the last six months, the compliance team has undergone significant change to ensure we have the right people in place, equipped with the most up-to-date knowledge and qualifications to effectively advise on and manage our compliance function.

Following the completion of the Grenfell Tower Inquiry final report and the lessons learned from it, it is more important than ever to ensure our residents are safe from fire. To support this we have introduced a dedicated fire safety team within the wider compliance team. This will ensure:

- that all fire-related inspections are up to date
- incidents are promptly acted upon and thoroughly investigated
- that we build strong working relationships within the community, particularly with Gloucestershire Fire and Rescue Service.

As a team, we will continue to work to the highest standards to keep Cheltenham Borough Council’s homes and tenants safe.”

Gemma Rowberry
Head of Regulatory Compliance



Performance measures

Building safety results include Low-Cost Rental Accomodation (LCRA) and Low-Cost Home Ownership (LCHO) properties combined.



99.73% - Proportion of homes for which all required gas safety checks have been carried out



100% - Proportion of homes for which all required fire risk assessments have been carried out



100% - Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out



100% - Proportion of homes for which all required legionella risk assessments have been carried out



100% - Proportion of homes for which all required communal passenger lift safety checks have been carried out



Anti-social behaviour

Performance measures

Anti-social behaviour results include Low-Cost Rental Accommodation (LCRA) and Low-Cost Home Ownership (LCHO) properties combined.



15.5 - Number of anti-social behaviour cases, opened per 1,000 homes



0.2 - Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes



Throughout the last year the ASB and tenancy investment team have continued to work closely with both statutory and third sector partners and have developed closer links with Social Prescribing teams working in GP surgeries across Cheltenham, to enable proactive work with tenants that are open to both services



In September 2025 resources within our ASB team were reviewed. This has enabled a rearrangement of officer area, known as 'patches' allowing for collaboration across service areas and for our officers to spend more time in their communities working to prevent and address ASB



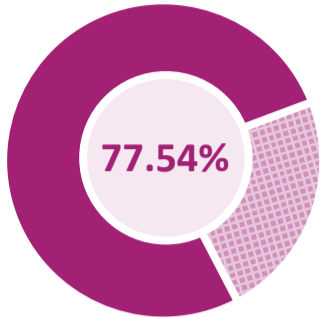
The fencing and the gate are brilliant thank you, so much better and finding it a lot more peaceful to get on with my normal day than to keep having to interact and try to ignore what's going on next door



The housing ASB team continue to work closely with their tenancy investment colleagues, who during 2025 have focused their efforts around supporting ASB officer casework by supporting long term solutions to anti-social behaviour, particularly where factors such as mental health or substance misuse or domestic abuse are present



Decent homes standard and repairs



The Stock Condition Survey programme is 77.54% completed

We're currently in the process of assessing the condition of all of our homes and have so far successfully completed surveys on over three quarters of our properties. We currently have two surveyors tasked with completing the remaining surveys, which represent the hard-to-access properties that our contractor, Rand, were unable to get into. Once we have completed the remaining homes, we will then be in a position to provide an accurate figure on how we meet the Decent Homes Standard.



They used a strimmer yesterday and cut the grass today in the back garden and I have to say in all the years I've lived here it's the best it's ever looked!



Thank you to all of the repairs team because everything has been dealt with in such a respectful way

Performance measures

Decent Homes Standard (DHS) and repairs results include Low-Cost Rental Accommodation (LCRA) only.



1.37% - Proportion of homes that do not meet the Decent Homes Standard



94.7% - Proportion of non-emergency responsive repairs completed within the landlord's target timescale



95.3% - Proportion of emergency responsive repairs completed within the landlord's target timescale



A great job the plasterer has done carrying out works today, arrived prompt and on time and has done a really really good job

Complaints

Performance measures

Complaints results include Low-Cost Rental Accomodation (LCRA) only.



64

Stage one complaints received per 1,000 homes

of these

100% responded to within the Housing Ombudsman's Complaint Handling Code timescales



6.9

Stage two complaints received per 1,000 homes

of these

100% responded to within the Housing Ombudsman's Complaint Handling Code timescales



Implemented a single complaint handling inbox system, which will help us to offer a more efficient service and improved experience for residents



I'd like to take this opportunity of thanking you, for your great help in expediting my complaint expediting my complaint to such a positive outcome



The complaints team completed the annual self-assessment in 2026 for CBC and CBH, ensuring that the policy and process are compliant with the relevant code



I would like to thank you for your clear communication throughout the complaints process



Tenant perception



We would like to say a big thank you to all our tenants who took part in this year's tenant perception survey

Perception measures

Complaints results include Low-Cost Rental Accomodation (LCRA) only.



81.5% - Proportion of respondents who report that they are satisfied with the overall service from their landlord



83.0% - Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair



83.2% - Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service



83.4% - Proportion of respondents who report that they are satisfied that their home is well maintained



They are very helpful and lovely. The work club has helped me so much and get my dream job thank you so much



Compliment and thank you to Toni and Louis and wanted to say thank you to all of the repairs team because everything has been dealt with in such a respectful way due to her mental health and will give a significant physical improvement. Really grateful



Arrived 08:05 left at 08:20, he was really good, helpful and has done a brilliant job so thank you



Perception measures continued

Complaints results include Low-Cost Rental Accomodation (LCRA) only.



86.1% - Proportion of respondents who report that they are satisfied that their home is safe



46.0% - Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling



69.5% - Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them



74.8% - Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained



83.2% - Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them



74.8% - Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood



86.7% - Proportion of respondents who report that they agree their landlord treats them fairly and with respect



63.4% - Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour

“

I am so touched by how supportive everyone has been. I'd like to take the chance to say thank you. It has really eased my stress knowing that there are such understanding and supportive people on your team. Everyone struggles at times and being a single working mother is very hard at the moment. But I feel now its getting better now I have spoken to you both about my situation

“

Very helpful, I have now a new job. Thanks for all the help they have given me. This has given me the courage to gain new jobs and recommend to other people

“

Advisors are always there to help you if there are any problems or if you don't understand something

You said, we did

We take listening to our tenant's views seriously. Below are some examples of how tenant feedback has directly influenced our services during 2025-26.

The problem

Repairs service not meeting expectations (delays, communication gaps, inconsistent delivery, limited visibility of progress)



How we engaged tenants/leaseholders

Tenant Panel scrutiny review: examined tenant experiences of reporting/receiving repairs; reviewed end-to-end processes; identified key themes

The solution / outcome

Recommendations:

- improved communications and updates
- greater transparency on timescales/expectations
- enhanced monitoring of contractor/staff performance; increased tenant involvement in shaping improvements

The problem

Customer Promise needed to be clearer, more concise, accessible, and consistently delivered



How we engaged tenants/leaseholders

Tenant Panel refined the Customer Promise, including content and presentation feedback

The solution / outcome

- Commitments simplified and grouped
- document made more concise and accessible
- visual presentation improved
- recommendation for staff training to support consistent delivery



The problem

Service standards and block communications needed improvement



How we engaged tenants/leaseholders

John Clements (Operations Manager) worked with tenants on housing block service standards and reviewed block communication materials (e.g., posters)

The solution / outcome

- Service standards shaped with tenants
- improved block communication materials produced



The problem

Tenant Handbook needed to be more user-friendly and reach existing tenants effectively



How we engaged tenants/leaseholders

Tenant Panel reviewed the Tenant Handbook and provided feedback; discussed roll-out to existing tenants

The solution / outcome

- Handbook condensed and rewritten into a more user-friendly format
- areas for improvement/clarity identified
- distribution approach discussed

The problem

Interest in greater transparency and learning from complaints



How we engaged tenants/leaseholders

Tenant Panel received regular updates from Natasha Dhillon (Complaints Lead) on complaint trends, learning, and actions

The solution / outcome

- Improved transparency and understanding of complaints
- clearer visibility of actions being taken to improve services



The problem

Need to keep tenants involved and informed throughout our Housing Service Improvement Plan



How we engaged tenants/leaseholders

Resident feedback gathered (including input linked to work led by Kerryanne Pitter, Project Manager, Housing Improvement Programme)

The solution / outcome

- Feedback used to help shape ongoing improvement activity within the Housing Service Improvement Plan

The problem

Need to develop youth engagement and build confidence among young residents



How we engaged tenants/leaseholders

Community Investment Officer Alexis Turner worked with young people on an ASDAN-accredited leadership course, including discussion of communities/experiences and a social impact project

The solution / outcome

- Young people completed the qualification and progressed into youth mentor roles to support the next cohort.
- Young people's voices sought in shaping community and town wide priorities.





The problem

Need to ensure older adults have a meaningful voice in shaping services to meet their needs



How we engaged tenants/leaseholders

Regular scheme engagement through meetings and discussions; input sought on activities, garden spaces, and shared areas

The solution / outcome

- Resident input informed activity provision and shared space improvements
- common concerns raised and addressed

The problem
Local community priorities and approach to tackling ASB needed clearer resident input (St Paul's)



How we engaged tenants/leaseholders

Large community survey in St Paul's captured resident views on local priorities

The solution / outcome

- Findings informed community investment activities from the St Paul's hub and supported a partnership approach to tackling ASB in the area



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Cheltenham Borough Council

Cabinet Housing Committee June 2026

Compliance Performance Data to 30 April 2026

Accountable officer:

Claire Hughes – Director of Governance, Housing and Communities

Executive summary:

The purpose of this report is to provide the Cabinet Housing Committee with data relating to the council's compliance position as at the end of April 2026.

Recommendations:

For Cabinet Housing Committee to note the report

April 2026 Compliance Data

Gas servicing

Currently reporting six overdue gas service for up until the end of April.

- 2 have appointments booked in for May.
- 1 has an injunction order in place, currently awaiting a contempt of court hearing date.
- 2 have had legal packs submitted, awaiting court dates for these.
- 1 has a court hearing set for the 4th June.

5-year Electrical Inspection Condition Reports (EICR)

There are currently ten overdue domestic electrical inspections and one communal.

- 5 properties are void and therefore do not have a valid EICR certificate, the risk here is minimal due to the properties not being inhabited.
- 1 has a joint appointment booked with our gas servicing contractor at the tenant's request

and has been booked in for May.

- 4 are currently all within the legal process following three no access appointments.
- 1 communal EICR is awaiting sign off from the electrical supervisor and will remain showing on the overdue report until this has been done.

** There are two anomalies on this month's report which show two asbestos surveys being overdue. This information is incorrect and has been flagged to IT.**

Fire Risk Actions

The current FRA programme is set up to run over a four-month period with 226 orders for FRA's being raised in September to be completed by the end of January. A result of this condensed programme has been a sudden influx of fire risk actions.

The compliance team forward plan includes reprofiling the FRA programme so that this is a continual rolling programme to ensure that these are evenly spread. This will relieve the pressure on our internal team and contractors when fire actions are raised in future.

In the month of April, a total of 124 fire risk actions were completed and closed.

We currently have 83 overdue Fire Risk Actions

6 High Risk Actions –

- 2 actions relate to compartmentation works which are in progress with the contractor – the presence of fire detection systems ensure that appropriate mitigations are in place.
- 1 action relates to an unauthorised structure that has been constructed in the outside space from the flat. The tenancy management team are working with the tenant to remove this and will conduct regular checks to ensure that there is no further hazard.
- There is a high-risk action which requires a combustible item to be removed from the bin store. Environmental Health and the police have been contacted to assist with moving the item – regular checks on the area will mitigate the risk here.
- 1 tenant front door needs replacing as this has been damage beyond repair. The door has been ordered by our contractor, and a temporary fix has been completed. Our fire door inspector will conduct regular checks on this property and is looking into whether a nominal fire door can be fitted to mitigate the risk further.
- 1 tenant front door requires a new door closer and has been booked in for the first week of May.

72 Medium Risk Actions

- All actions are currently sat with contractors awaiting completion. These are monitored on a weekly basis, and updates are provided to the compliance team.

4 Low Risk Actions

Legacy fire risk actions – There are five remaining legacy fire actions to complete.

Fire Doors

- There are 2 door actions remaining. Both doors have been installed; however, we are awaiting certification to be received before closing the action.

Compartmentation

- Four schemes have outstanding compartmentation works.
 1. Goldfoot House – 98% of work is complete.
 2. Popes Close – Work due to be completed May 2026.
 3. Lynworth Court – Work to begin after Popes Close completes.
 4. Barlow Road – The final stage of the legacy compartmentation works and will begin after Lynworth Court is complete.

Damp, Mould and Condensation (DMC)

- Currently 100% compliant on all Awaabs Law response timescales.
- 2 significant hazards have been reported in April with both cases being dealt with in line with Awaabs Law.

Reporting Period Year: 2026
 Reporting Period Month: Apr
 COMPLIANCE: SNAPSHOT: DMC Master KPI Report

Compliance Area	DMC Compliance Report							
	Snapshot			Compliance		Non-Compliance		Performance Indicator
	Period Year	Period Month	This Month	Total Number In Date	Total In Date %	Total Number Overdue	Total Overdue %	Performance Indicator
Current number of open cases.	2026	5	45	-	-	-	-	Not Applicable
Current number of new cases.	2026	5	21	-	-	-	-	Not Applicable
Current number of closed cases.	2026	5	41	-	-	-	-	Not Applicable
Total number of emergency hazards.	2026	5	0	-	-	-	-	Not Applicable
Total number of significant hazards.	2026	5	2	-	-	-	-	Not Applicable
% of cases with report sent within 3 working days.	2026	5	-	7	100.00%	0	0.00%	Compliant
% of inspections completed within 10 workings days.	2026	5	-	31	100.00%	0	0.00%	Compliant
% of emergency cases acted on in 24 hours.	2026	5	-	0	100.00%	0	-	Compliant
% of significant hazard remedial works started within 5 working days.	2026	5	-	2	100.00%	0	0.00%	Compliant
% of significant hazard remedial works started within 12 weeks.	2026	5	-	2	100.00%	0	0.00%	Compliant
Total number of emergency hazards currently open	2026	5	0	-	-	-	-	Not Applicable

Performance as at: 30/04/2026 18:05:06

Period Year: 2026

Period Month: March

Compliance Scorecard

Compliance Area	Compliance					Non-Compliance		Performance Indicator
	Total Stock On programme	Total Stock Off Programme	Completed this month	In Date #	In Date %	Overdue #	Overdue %	PI
Gas Safety								
Landlords Annual Gas Safety Check (Domestic)	4412	311	-	4400	99.73%	12	0.27%	Non Compliant
Annual Commercial Gas Safety Check	13	532	-	13	100%	0	0%	Compliant
TSM (CBC) - Proportion of Homes for which all required gas safety checks that have been completed	4329	279	-	4317	99.72%	12	0.28%	Non Compliant
TSM (CBH) - Proportion of Homes for which all required gas safety checks that have been completed	83	32	-	83	100%	0	0%	Compliant
Electrical Installation Condition Reports (EICR)								
Electric - EICR (Domestic)	4626	97	-	4615	99.76%	11	0.24%	Non Compliant
Electric - EICR (Communal)	341	204	-	340	99.71%	1	0.29%	Non Compliant
Fire Safety								
Fire Risk Assessments High Risk Blocks	69	476	-	69	100%	0	0%	Compliant
Fire Risk Assessments Lower Risk Blocks	378	167	-	378	100%	0	0%	Compliant
Urgent Risk Fire Actions			0			0		Not Applicable
High Risk Fire Actions			14			5		Not Applicable
Medium Risk Fire Actions			206			77		Not Applicable
Low Risk Fire Actions			219			3		Not Applicable
TSM (CBC) - Proportion of Homes for which all required fire risk assessments have been carried out.	2480	2128	-	2480	100%	0	0%	Compliant
TSM (CBH) - Proportion of Homes for which all required fire risk assessments have been carried out.	29	86	-	29	100%	0	0%	Compliant
Lift Servicing and LOLER								
Communal Lifting Equipment (LOLER)	13	532	-	13	100%	0	0%	Compliant
TSM (CBC/CBH) - Proportion of Homes that require LOLER inspections that have been completed	313	4410	-	313	100%	0	0%	Compliant

Water Hygiene (Legionella)								
Legionella Risk Assessments	24	521	-	24	100%	0	0%	Compliant
TSM (CBC) - Proportion of Homes that require Legionella checks that have been completed	406	4202	-	406	100%	0	0%	Compliant
TSM (CBH) - Proportion of Homes that require Legionella checks that have been completed	0	115	-	0		0		Compliant
Asbestos								
Properties with a valid asbestos survey (Communal)	360	185	-	358	99.44%	2	0.56%	Non Compliant
TSM (CBC) - Proportion of Homes that require asbestos management surveys that have been completed	2240	2368	-	2240	100%	0	0%	Compliant
TSM (CBH) - Proportion of Homes that require asbestos management surveys that have been completed	0	115	-	0		0		Compliant

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
1	If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.	Director of Governance, Housing and Communities	5	1	15	Reduce (reduced to 9)	<ul style="list-style-type: none"> - Effective oversight of property compliance performance by senior officers, Cabinet and Housing cabinet committee. - Robust delivery model for each of the big 6 property compliance areas + DMC. - Ensure delivery meets property compliance policy - Assurance processes to ensure delivery meets legal requirements and compliance monitoring group - two independent assurance attend (housing quality network and Penningtons for 6 months) - Compliance strategy developed. Policies and procedures are in place and full data validation exercise conducted - Compliance scorecard and performance framework developed and in place - Regulatory Compliance Manager in place 	Director of Governance, Housing and Communities	Sept 2026

Cheltenham Borough Council

Cabinet Housing Committee – 1st June 2026

KPI performance data for December 2025 – March 2026

Accountable member:

Councillor Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities

Ward(s) affected:

N/A

Key Decision: No

Executive summary:

- This report provides the Housing Cabinet Committee with key performance indicator data for the period December 2025 to March 2026.

Recommendations:

The Housing Cabinet Committee note the KPI performance data.

1 Background

1.1 Given Tenant Satisfaction Measures (TSMs) have now been calculated for 2025/26 and are being presented in a separate report, TSM data that is usually reported within this KPI data, has been taken out.

2 KPI performance data for December 2025 – March 2026

Cabinet Housing Committee Performance Report Performance date: December 2025 - March 2026 (Inclusive)				December 2025	January 2026	February 2026	March 2026	Year to date		Trendline (if relevant)
Business unit	Frequency	KPI ID	KPI short desc	latest	latest	latest	latest			
Anti Social Behaviour	Monthly	10162	Number of ASB cases opened	4	3	11	12	YTD Total	73	
		10163	Number of ASB cases closed	0	0	29	3	YTD Total	37	
		10165	Number of live cases at month end	116	119	101	110	N/A	N/A	
	Quarterly	12483	Number of evictions for ASB	0	-	-	1	YTD Total	2	
Benefit and Money Advice	Monthly	10167	Income generated on behalf of customer year to date	£1,546,805.95	£1,663,007.85	£1,768,570.45	£1,831,681.84	YTD total	£1,831,681.84	
		10190	Number of new Benefit and Money cases	66	72	63	52	YTD total	729	
		10245	Amount of Rent Arrears Cleared year to date £s	£45,686.00	£49,259.20	£61,861.26	£65,053.82	YTD Total	£65,053.82	
Customer Services	Monthly	12526	Total number of contact centre calls handled	3,139	4,068	3,661	3,860	YTD Total	45,506	
		12718	% Contact Centre Calls Answered within 60 seconds	88.69	79.99	84.98	85.96	YTD Average	87.72%	
Empty Homes	Monthly	10066	Average time taken to relet minor void CBC properties (excluding FA and JDC) in days	106.00	132.13	119.00	92.65	YTD Average	122.80 days	
		10068	% Rent lost through CBC dwellings becoming vacant excluding temp furnished	2.60	2.71	2.59	2.60	YTD Average	2.65%	
		10072	Average Time Taken to Relet Major Void and Option App CBC properties (excluding FA and JDC) in days	161.00	257.00	386.00	333.67	YTD Average	284.98 days	
		10368	Number of voids at month end	173	163	160	162	N/A	N/A	
		12644	Number of downsizers moved	1	1	1	0	YTD Total	13	

Housing Options	Monthly	10108	Number of homeless applications made	39	43	63	43	YTD Total	562	
		10114	Number of families in Bed and Breakfast	3	4	4	1	YTD Total	31	
		10123	Number of single in Bed and Breakfast	8	5	8	6	YTD Total	85	
		10131	Total number of housing applications on the housing list at month end	2,539	2,516	2,577	2,531	N/A	N/A	
		10132	Number of lettings from housing list applications	37	26	29	27	YTD Total	364	
		10133	Number of people moving out of supported accommodation from the Housing List	1	1	0	2	YTD Total	26	
		11427	Average days families spent in B&B	7.33	7.25	8.50	7.00	YTD Average	6.90 days	
		11428	Average days single spent in B&B	10.63	9.40	8.25	7.50	YTD Average	10.13 days	
		12522	Number homeless applicants housed in temporary accommodation during the month	1	7	6	1	YTD total	34	
		Quarterly	12510	Number of new housing applications added to housing list	280	-	-	287	YTD	1,157
Housing Revenues	Monthly	10010	Current arrears as % of rental income (excluding court costs)	2.42	2.65	2.92	2.15	YTD Average	2.15%	
		10012	Current tenant arrears level (including court costs)	£624,043.63	£681,292.23	£746,072.24	£555,735.49	N/A	N/A	
		10017	Number of arrears cases at month end	1,520	1,619	1,898	1,325	N/A	N/A	
		10030	Former tenant arrears amount (includes court costs)	£249,182.95	£254,461.39	£264,524.89	£210,530.61	N/A	N/A	
		10031	Former tenant arrears no. of cases over £10 at month end	266	271	276	233	N/A	N/A	
		10032	Former tenant arrears cash collected (includes court costs)	£6,082.89	£7,323.38	£5,465.01	£8,492.74	YTD Total	£70,070.66	
		12938	Number of eviction warrants issued	0	0	0	0	YTD Total	9	

Housing Support	Monthly	10154	% Sheltered accommodation residents with a support plan at month end	100.00	100.00	100.00	100.00	N/A	N/A	
		10155	% of sheltered accommodation alarm system calls answered within 3 minutes	99.44	98.98	100.00	100.00	YTD Average	98.69%	
		12803	% HSO weekly fire tests completed	100.00	100.00	100.00	100.00	YTD Average	100%	
Responsive Repairs	Monthly	10047	% of urgent repairs completed within target	93.69	90.87	87.56	90.96	YTD Average	92.71%	
		10048	% of routine repairs completed within target	96.38	96.14	90.04	91.11	YTD Average	95.07%	
		10049	% of programmed repairs completed within target (90 days)	98.90	99.44	99.39	94.16	YTD Average	98.50%	
		10053	Number of out of hours repairs callouts	62	72	64	54	YTD Total	697	
		10150	% repairs completed on first visit	74.91	79.92	80.38	83.31	YTD Average	76.69%	
		10182	Average number of repairs per property	0.19	0.22	0.22	0.21	YTD Average	2.41 repairs	
		12896	Housemark TSM % of repairs completed within target	95.53	94.84	90.14	91.15	YTD Average	94.76%	
		12936	Total Number of TSM Responsive Repairs	984.00	1,125.00	1,146.00	1,006.00	YTD Total	12340 repairs	
		12937	Average TSM Responsive Repairs Time in days	5.34	5.66	10.82	8.03	YTD Average	6.71 days	
Tenancy Management	Monthly	12605	Adult Safeguarding - Number Referrals Made to GCC during Period	3	6	0	1	YTD Total	37	
		12669	Adult Safeguarding - Number Referrals accepted by GCC	3	3	0	1	YTD Total	34	
		12671	Child Safeguarding - Number Referrals Made to GCC in Period	3	1	0	1	YTD Total	19	
Training and Employment	Monthly	10176	Number of Employment Initiatives service users entering work	1	5	3	5	YTD Total	55	
		10350	Employment Initiatives caseload per month	129	109	109	113	N/A	N/A	

3 Exceptions

3.1 There are no significant exceptions for this last report of 2025/26, but some data has prompted an explanation from the relevant service manager:

3.1.1 Response Repairs – end of year changes to formerly reported data

- To prepare for TSMs, we undertook a significant exercise to retrospectively update a number of long-standing open orders. This has had a knock-on effect on the validity of some previously reported repairs data.

All previously reported figures were correct at the time they were submitted; however, following this recent exercise, we have needed to revise some historic figures to ensure the year-end report is fully accurate. The figures now being reported have been validated.

We are also implementing changes to our processes to significantly reduce the need for retrospective order closures in future years. This should greatly minimise, and ideally eliminate, the need for amendments to previously reported data going forward.

3.1.2 KPI ID 10012 - Current tenant arrears level (including court costs)

- The £190,336.75 decrease in tenant arrears level includes the results of collections from in year credit control however March figures historically are also positively affected by the 'rent free week' which falls at the end of March. The combination of direct debit on 1st April and the impact of the 'rent free week' has this year, as it historically has done in previous years, had a significant impact on reducing arrears as well as mopping up many smaller rent arrears and therefore sees a big decrease in rent arrears cases (this tallies with KPI 10017 which in saw a 573 decrease in rent arrears cases from February). |

3.1.3 KPI ID - 10030 Former tenant arrears level (including court costs)

- There has also been a significant decrease in former tenant arrears (£53,994.28). A substantial amount will have been collected however there has been an exercise of writing off arrears when all attempts of collection have been exhausted; £56k was written off in Quarter 4.

4 Consultation and feedback

4.1 Housing service managers and Director of Governance, Housing and Communities

Report author:

Claire Hughes, Director of Governance, Housing and Communities

Appendices:

- i. Risk Assessment

Background information:

None

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
1	The Council has a legal duty to ensure that properties it manages are safe and comply with all applicable statutory requirements.	Director of Governance, Housing and Communities	5	3	15	Reduce	Produce, approve and implement clear and robust policies and associated procedures	Director of Governance, Housing and Communities	April 2026

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Cheltenham Borough Council

Cabinet Housing Committee – 1 June 2026

Q4 2025/26 Housing Complaints & Compliments Report

2025/26 Annual Housing Complaints and Compliments

Report

Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Caroline Walker, Director of Housing, Customer Services and Communities,
caroline.walker@cheltenham.gov.uk

Executive summary:

This report provides an overview of housing related complaints and compliments received during quarter 4 2025/26 and the 2025/26 annual housing complaints and compliments report.

Recommendations:

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

1 Background

1.1 Complaints data is collected monthly and reported quarterly and annually, this allows for monitoring of service areas and levels of customer dissatisfaction as well as the identification of learning and service improvements. This reporting allows for performance monitoring to ensure we are compliant with the Housing Ombudsman Complaints Handling Code in respect of complaint management and response timescales.

2 Main content

2.1 In quarter 4, 77 complaints were received and accepted at stage one of the housing complaints process, 75 complaints have been responded to with 68 upheld either in their entirety or in part and 7 were

not upheld.

6 cases were escalated to stage two of the complaints process and 6 have been responded to within this period. 4 of the stage two complaints responded to were upheld in full and 2 were not upheld.

CBC has been able to gradually reduce the average number of days taken to respond to complaints and this has now reached its lowest days to respond since 2024/2025. This has decreased from 16.3 days, then 12.8 at the beginning of the year to an average of 11.36 this quarter.

21 compensation payments and 1 HOS determination, totalling £4,704.81 have been paid to customers.

The greatest dissatisfaction areas for this quarter are arising from service delays such as not returning call backs within agreed timescales.

In the period, we have noticed an increase in complaints related to contractor services, specifically concerning the fobs and gates not working external buildings and enquiries and dissatisfaction relating to wait times for work outside buildings and garages.

There has been a continued reduction in complaints with regard to staff attitude.

27 compliments have been received during this quarter, the majority are equally shared between Repairs, Customer Services, Training and employment Team and Rents (4 each)

Performance Overview

Category	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26
Stage 1 complaints	66	84	71	75
Stage 2 complaints	10	6	8	6
% of Stage 1 complaints upheld (full/part)	68%	86.4%	93.0%	90.7%
Average days to respond to Stage 1	16.3	12.9	12.8	11.3
Compliments received	24	19	10	27

2.2 In 2025/26, 298 complaints were received and accepted at stage one of the housing complaints process, 293 complaints have been responded to with 258 upheld either in their entirety or in part and 35 were not upheld.

32 complaints were escalated to stage two of the complaints process. 32 have been responded to within this period. Of the 32 complaints concluded 30 have been resolved and 2 stage two complaints have been escalated to The Housing Ombudsman. Of the 32 complaints responded to, 25 were upheld either in their entirety or in part and 7 was not upheld.

This year, we have had two maladministration findings issued by the Housing Ombudsman Service (HOS), both of which resulted in compensation orders (£750 and £100).

The greatest dissatisfaction area for the 12 months of 2025/26 is as a result of service delays and Contractor works.

80 compliments have been received in the last 12 months.

3 Key risks

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

Report author:

Caroline Walker, Director of Housing, Customer Services and Communities,
caroline.walker@cheltenham.gov.uk

Appendices:

- i. Risk Assessment
- ii. Q4 2025/26 Housing Complaints and Compliments report
- iii. Housing Complaints and Compliments Annual 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
	<p>Maladministration decision from Housing Ombudsman</p> <p>Reputational damage arising from a complaint</p>	<p>Caroline Walker, Director of Housing, Customer Service and Communities</p>	4	3	12	Reduce the risk	<p>Complete annually the Housing Ombudsman Self-assessment form</p> <p>Ensure compliance with CBC Housing complaints policy and the Housing Ombudsman Complaints handling Code</p> <p>Ensure Complaints are managed professionally, fairly and within target timescale</p>	<p>Natasha Dhillon, Complaints Officer</p>	<p>Annually</p> <p>Every 3 years or more frequently any legislative changes</p>

Housing Complaints and Compliments Report

Cheltenham Borough Council and Cheltenham Borough Homes

Q4 January – March 2025/26

Natasha Dhillon, Complaints Officer

natasha.dhillon@cheltenham.gov.uk

In this period:

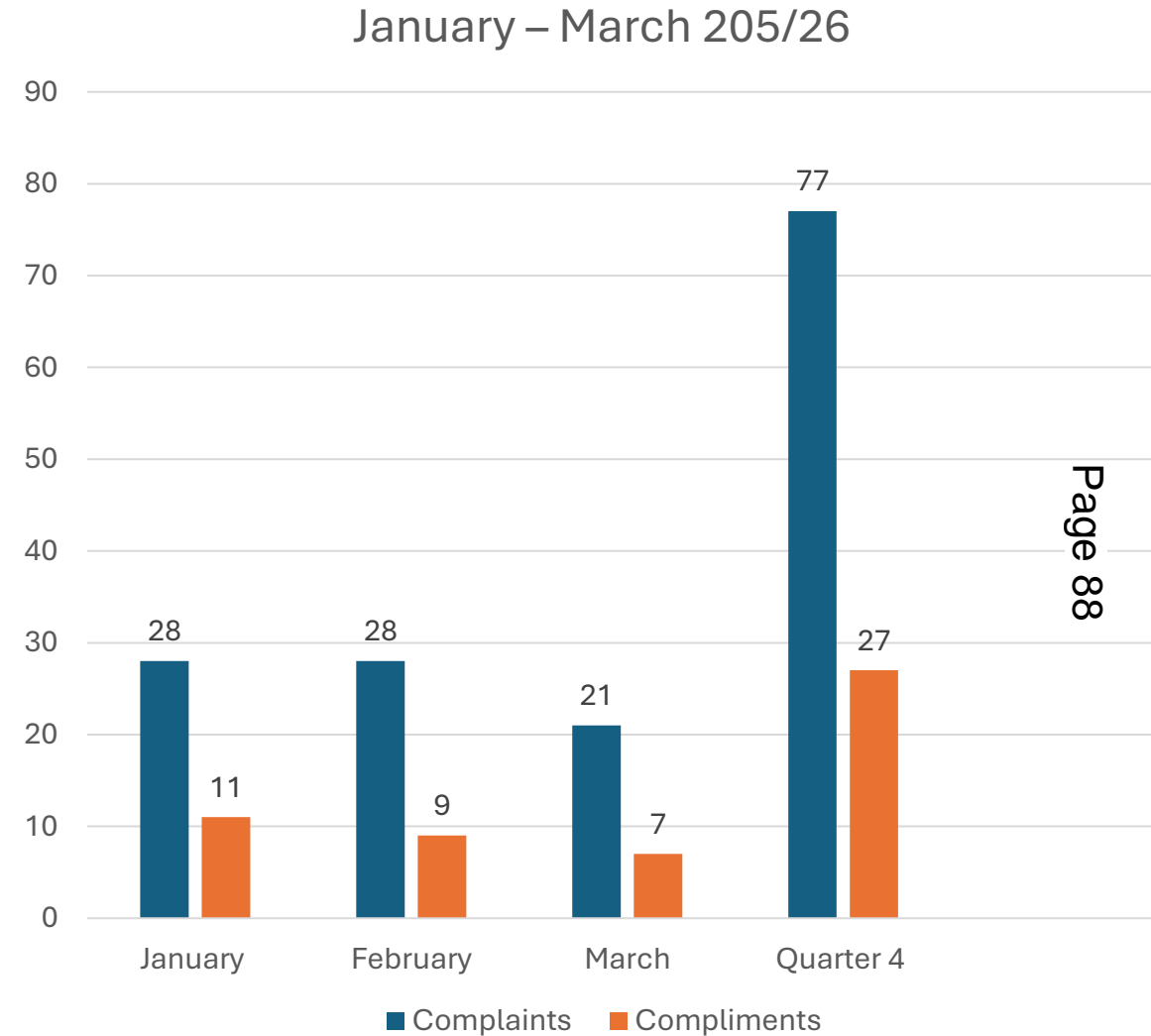
STAGE 1	Compliments	Complaints Opened	Complaints responded to
January	11	28 (2 Withdrawn)	28
February	9	28	24
March	7	21	23

STAGE 2	Complaints Opened	Complaints responded to
January	1	2
February	3	0
March	3	4

In Quarter 4 of 2025/26, a total of 77 complaints were opened at Stage 1, 75 stage 1 complaints and 6 stage 2 complaints were responded to. Overall complaint volumes have remained consistent throughout the year.

In the period, we have noticed an increase in complaints related to HJS services, specifically concerning the fobs and gates not working efficiently. We have also noticed a steady volume of complaints relating to works not being completed and visits where multiple visits have been needed.

We have also seen an increase in enquiries and dissatisfaction relating to wait times for works to outside buildings and garages.



Q4 OVERVIEW STAGE 1: January to March 2025/26

77 complaints were opened in Q4, January to March 2026 and 75 complaints were responded to, 50 out of the complaints responded to were within 10 working days (66.7%), and all of these were responded to within their target date. 0 Complaints were responded to for CBH.

25 out of 75 complaints (33.3 %) had agreed Stage 1 extensions and were responded to within timescales. Of the 75-response sent 68 were upheld in full or in part (90.7%)

UPHELD	PARTLY UPHELD	NOT UPHELD
57	11	7

The average number of days taken to investigate all closed complaints was 11.3 days. This has been the lowest number of days to respond of all the quarters.

25 complaints had formal extensions agreed with the complainant, in line with the Housing Ombudsman code. Some of these had extensions over an extended period of time due to a lack of resource in the building services team. The average time to respond to complaints without extensions was 8.2 days. The expected target as set by the Housing Ombudsman is 10 days.

Compensation:

Of the 75 complaints responded to during this period, 19 resulted in offers of ex gratia payments, representing 25.33% of all complaints handled.

CBC declined 1 complaints in Q4, this complaint was 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.

Q4 OVERVIEW STAGE 2: January to March 2025/26

During the reporting period, six complaints were escalated to Stage 2. Six complaints received a Stage 2 response, with 100% responded to within the agreed target timescales, including any formally agreed extensions. This demonstrates full compliance with response time requirements at this stage of the complaints process at both Stages 1 and 2. 66.7% of the responses were upheld. 0 complaints were responded to at Stage 2 for CBH.

RESOLVED AT STAGE 2	ESCALATED TO OMBUDSMAN	UPHELD	PARTLY UPHELD	NOT UPHELD
6	Not Confirmed	4	0	2

Of the six complaints responded to during the period:

- Three were related to contractor issues
- Two were due to service delays
- One was attributed to poor communication

During the reporting period, a total of six complaints were responded to. Analysis of these cases shows that three complaints (50%) were related to contractor performance, two (33%) were due to service delays, and one (17%) was attributed to poor communication.

The contractor-related complaints were all associated with kitchen installations and were escalated to Stage 2, where they were upheld. This indicates a recurring issue within this specific area of service delivery and suggests the continued need for oversight of the contractor which is ongoing.

Complaints Compensation – Paid out Quarter 4

There were five Stage 2 compensation figures included in this quarter, which accounts for the slightly higher payments. It is also noted that many of the planned compensation payments relate to the kitchen installation programme. There are two disrepair complaints settled within the complaints process.

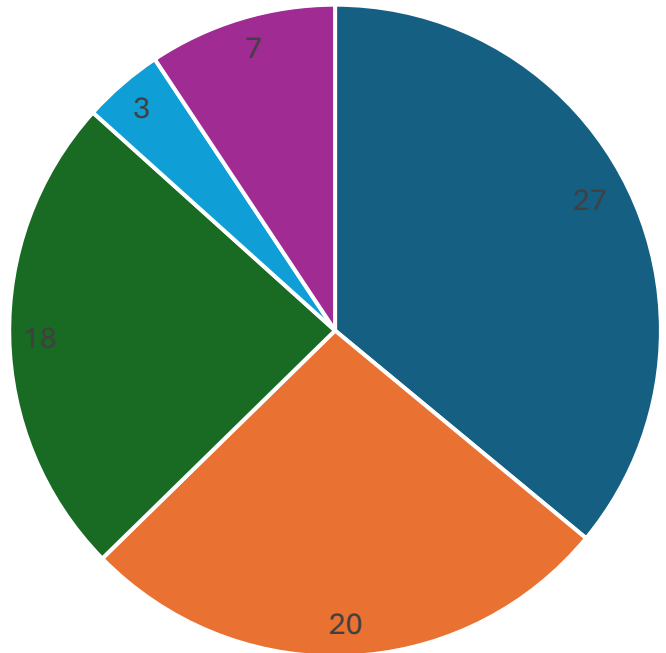
Of the 22 payments made in the period, 15 were for the planned maintenance team and 4 for the repairs department, 86.4% of compensation paid out was for building services. This quarter was the lowest amount of compensation paid out throughout the year.

Some of the lower payments are in relation to simple service failings and relate to missed planned payments or not responding to call-backs within the agreed time frame, sometimes on more than one occasion. These are complaints that can hopefully be eradicated with quality training among staff and by following the newly implemented customer charter.

Month	Amount	Department	Total
January	£250 £100 £100 £195 £100 £500 £70	Planned Repairs Planned Planned Planned Repairs Planned	£1,315.00
February	£400 £100 £50 £25 £70 £70 £100 £1425.69	Planned Planned Planned Repairs Planned Planned HOS Determination Planned	£2,240.69
March	£200 £118.92 £15 £90.20 £50 £175 £500	Development Repairs Tenancy Management Planned Planned Planned Planned	£1,149.12
Total			£4,704.81

Breakdown of Complaint Nature for complaints responded to

Nature of Complaint



- Service Delays
- Contractor
- Disrepair
- Poor Communication
- Quality

The nature of complaints received primarily relates to service delays (36%), contractor performance (24%), and poor communication (26.6%) within housing services. These issues highlight the need for improved coordination, clearer communication with tenants, and more effective oversight of contractor delivery to ensure services are completed efficiently and to a high standard.

Complaints relating to the quality of work are relatively low, which may indicate that, where works are completed, they are generally carried out to an acceptable standard and do not cause a level of dissatisfaction where a complaint is raised.

Service delays have consistently been a key contributing factor to complaints, and this trend remains unchanged. This quarter, we have seen an increase in disrepair complaints. This is a typical trend following the colder months and often peaks in January as expected.

Breakdown of Learning from Complaints responded to

The majority of complaints clearly point to challenges related to service delivery, contractor performance, and poor communication. This insight is relevant not only to CBC's internal operations but also to the work carried out by external contractors, emphasizing the importance of ongoing efforts to enhance consistency and accountability in everything we provide to our tenants.

During this quarter, the Planned Maintenance team are reviewing the contractors' Code of Conduct and KPIs to ensure that surveyors follow a consistent and standardized procedure.

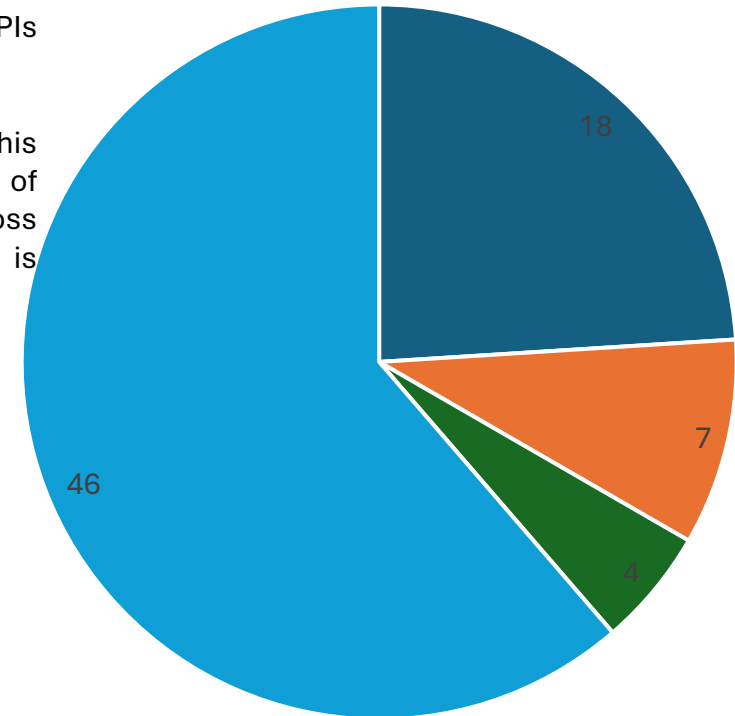
CBC have also recently launched a Customer Charter and Service Standards, available on our website. This will help improve communication between CBC and our tenants and is expected to lead to higher levels of satisfaction. The Complaints Officer will now share the findings of complaints for all service areas across Quarters 3 and 4. This will allow each service area to carry out their in-depth analysis. This review is completed every six months.

Issue: Callbacks in relation to planned works were not answered
What we did: An additional staff member was brought in to support the kitchen programme.

Issue: Delays and poor communication during kitchen installations
What we did: Meetings were held with contractors to address delays in kitchen and bathroom installations. Contractors are updating their information sheets to provide clearer guidance on timelines and potential delays.

Issue: Follow on works and update requests not completed
What we did: We have reviewed and restructured the Responsive Repairs Team, ensuring that each workstream has the capability and resources required to deliver the service effectively. We have also recruited supervisors who are customer-focused to strengthen service delivery

Learning



■ Contractor ■ Disrepair ■ Individual ■ Service

Compliments - Q4 January – March

Thanks so much for getting back to me and sorting my complaint so quickly. Thanks also for just being on it and making the process so easy!

Tenant called to pass on his many thanks to all involved yesterday with his tap issue. Not only was the CSO very helpful and efficient. The trade was brilliant when he attended.

Tenant wanted to call to say that the Trade who attended this morning is probably the best employee the Council has. He was very polite and courteous and went above and beyond what he had been asked to do by fixing another small problem she had..

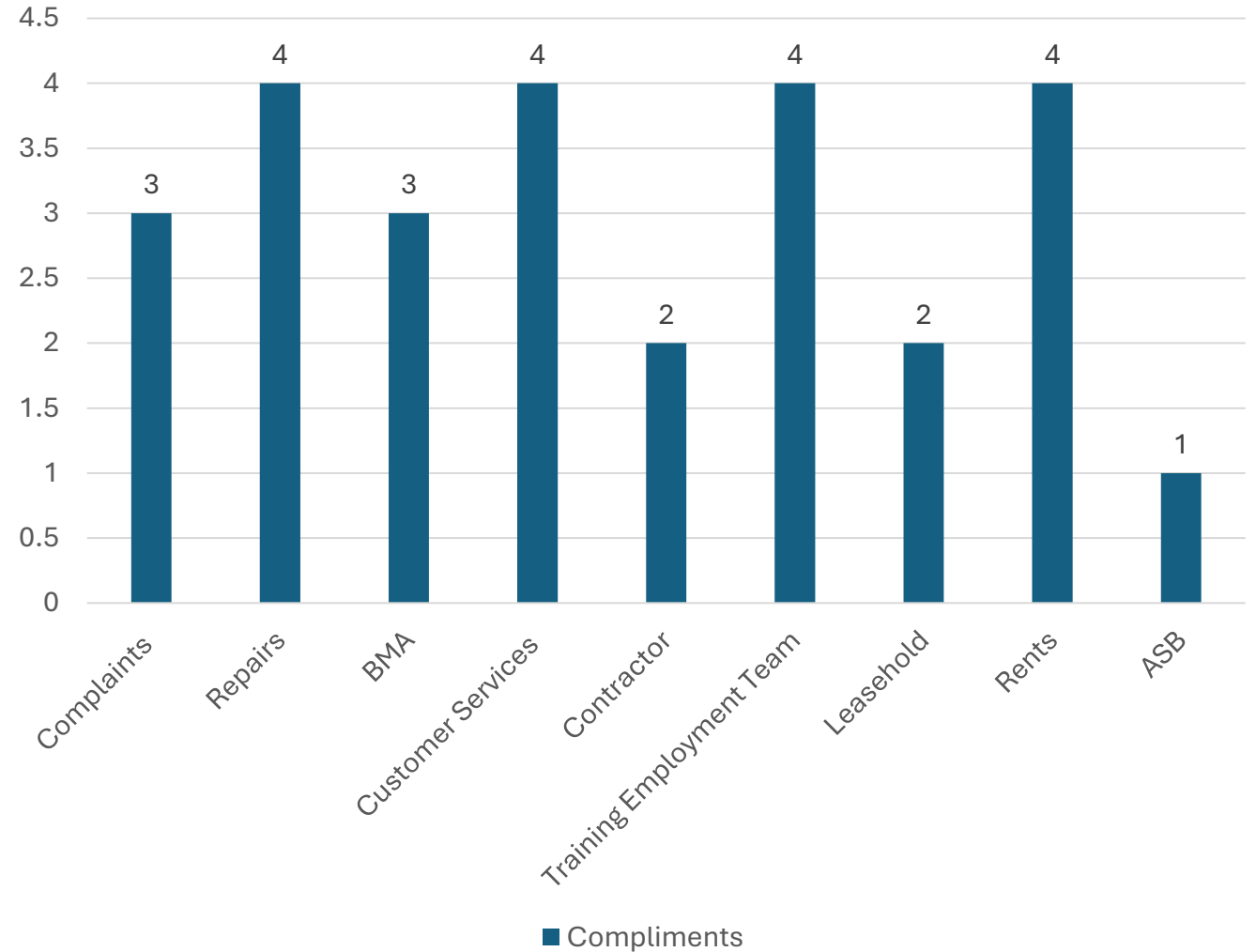
Ph Jones trade is one of the nicest people, I have met, he goes above and beyond and I think he is just brilliant.

Tenant would like pass on their thanks to the CSO who organised the works today. Very efficient and polite.

Just like to say thank you and the ASB team for the hard work that u have done to get this situation sorted

Appreciate all your support whilst I have been a tenant with CBH. Wish you all the best.

Compliments



Complainant Profile

Property Type (Stage 1 complaints responded to)

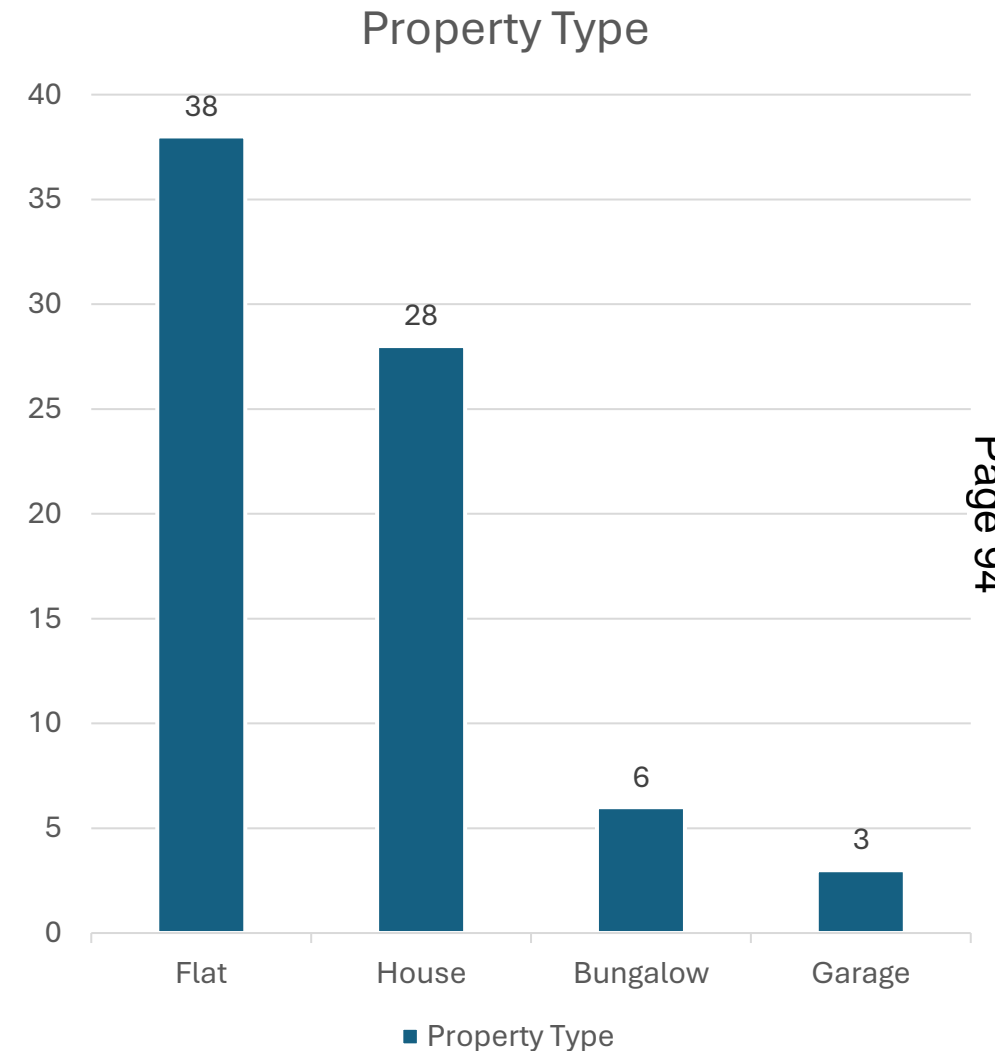
Age Category	Total
No Age Data	10.9%
16-24	0%
25-34	17.4%
35-44	30.4%
45-54	17.4%
55-64	19.6%
65-74	4.3%
Total	100.0%

Ethnic Origin	Total
White British	78.3%
No Data	13.0%
Other Ethnic Group	2.2%
White Other	2.2%
Black or Black British Caribbean	2.2%
Black or Black British African	2.2%
Total	100.0%

Disability Flag	Total
Disabled	21.7%
Not Disabled	67.4%
No Data	10.9%
Total	100.0%

Gender	Total
No Data	10.9%
Female	60.9%
Male	28.3%
Total	100.0%

Flats remain the property type where the most complaints are received. The only exception was in Quarter 3, when houses recorded more complaints than flats. In this quarter there was a significant increase in complaints from Bungalows, all of these complaints were for the repairs department.



IN THE LAST 3 MONTHS

- Received positive HQN mock inspection feedback for Consumer Standards and from CBC
- HOS information requested sent within requested times
- Completed Self-Assessment for HOS for CBH properties
- Complaints team received three compliments for their process
- Received one maladministration from the Housing Ombudsman in relation to a repairs complaint. The appropriate works and remedy have been completed.

NEXT STEPS

- Collaborate with relevant service areas to continue to improve complaint response times and ensure commitments are fulfilled, complaint promises.
- CBC are to be audited by the HOS in the coming Months in relation to our complaints process and policy
- Work with HR to streamline complaints in relation to staff conduct
- Review internal compensation policy in line with HOS newly shared guidelines
- Reviewing learning for Quarter 3 and 4 for Services Managers to share

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Annual Complaints & Compliments report
Cheltenham Borough Council and Cheltenham Borough
Homes

2025-2026



INTRODUCTION

- CBC Housing and Cheltenham Borough Homes (CBH) remain committed to delivering a high standard of service to all customers. Complaints play an essential role in this commitment, as they provide valuable insight into where our services are performing well and where improvements are needed.
- We welcome complaints as an important form of customer feedback. When we get things right, this helps us maintain and build on strong performance. When our service falls short, complaints enable us to identify what went wrong and take action to prevent issues from recurring.
- CBC Housing completed its annual self-assessment against the Housing Ombudsman's Complaint Handling Code. A separate self-assessment was also completed and submitted for Cheltenham Borough Homes. Following this, we reviewed the latest guidance and aligned our internal policies and procedures to ensure continued compliance with the Code.
- To strengthen our complaints handling approach, we have introduced new QL system actions and appointed an additional temporary staff member dedicated to supporting the complaints process. These steps help ensure the Code is followed consistently and that we maintain a strong focus on tenant satisfaction.
- We are determined to provide the best possible services to our residents. This includes putting things right quickly when issues arise, learning from feedback, and working proactively with residents to enhance services and improve the quality of homes.
- Our self-assessment has been reviewed by our Tenant Panel, which comprises individuals from diverse backgrounds who bring a broad range of perspectives. Over the past year, the panel has challenged and scrutinised our performance, helping us drive better resident experiences. Their work has included ensuring our standard letters and communications are clear and effective for residents and supporting improvements such as establishing a single complaints email inbox for better accessibility and consistency

Stage 1

298 complaints were received in 2025/26. This shows a steady increase from 207 in 2023/24 and 244 in 2024/25. As of 1st April 2026, 293 complaints have been responded to. 5 cases were withdrawn or closed as no tenant contact, 2 of these were for CBH properties.

Complaint volumes have steadily increased across the three-year period. The rise from 2023/24 to 2024/25 was 17.9%, while the year 2025/26 saw an even larger increase of 22.1%. This indicates not only a consistent upward trend but also an acceleration in complaint growth during the latest period.

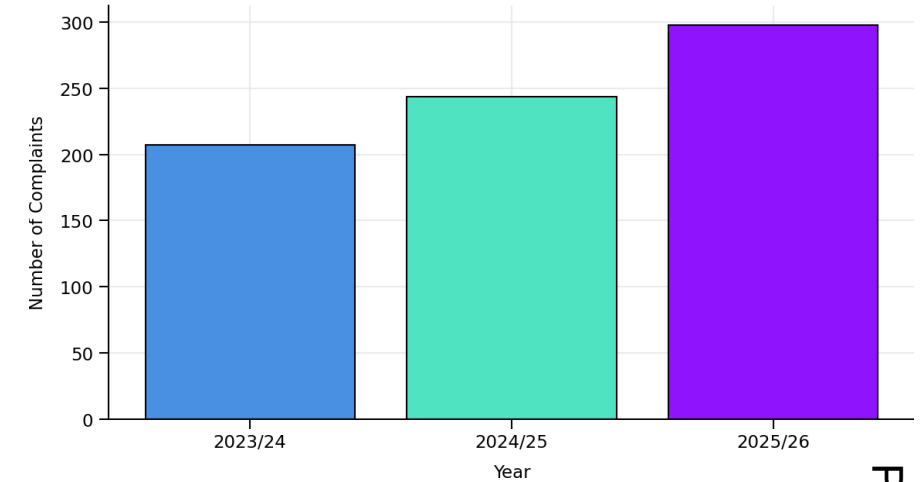
100% of complaints were responded to within agreed timescales, some of these had agreed extensions.

183 complaints were responded to within 10 working days, 110 complaints extensions were applied. This was more noticeable in the first two quarters of the year, supported by the increased number of days to respond. A decline in the later part of the year has been identified, this improvement has been the result of the addition of a new Complaints Officer to the team, and this positive trend is expected to continue into next year.

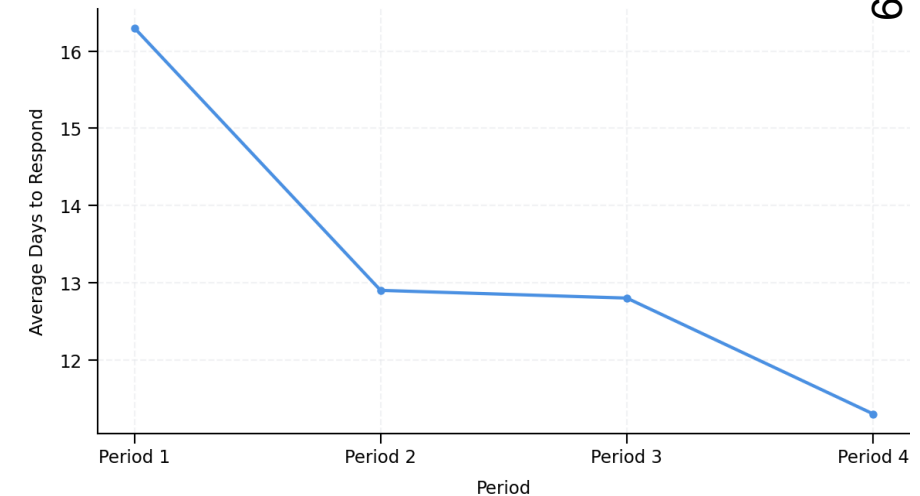
Across the four reporting periods, the average days to respond to Stage 1 complaints show a clear and consistent improvement:

- Response times dropped from 16.3 days at the start down to 11.3 days, the best performance in the sequence.
- This represents a 31% reduction in response time overall.
- Each period shows a continued downward trend, demonstrating stronger service efficiency and faster resolution for customers.
- The overall average of 13.3 days highlights that performance is now significantly better than earlier periods. v the Housing Ombudsman mandated timescale of 10 days. This has increased from last years average of 12.8 days, there has been an increase in number of cases that have had extensions, in 24/25 ,76 cases had agreed extensions in comparison to 110 cases with extensions this period.

Complaint Volumes by Year



Trend of Stage 1 Response Times



2025 – 2026 Continued

In 2025/26, 203 complaints were upheld, compared with 123 in 2024/25, representing a 65% increase. When looking at all complaints upheld either in full or in part, this year saw a total of 258, compared with 171 last year. This reflects a 51% overall increase in upheld outcomes at response stage

UPHELD	PARTLY UPHELD	NOT UPHELD
203	55	35

During the period 2025/26 we have:

- Improved our complaints information and communication on our webpage and automated letters
- Improved performance management of complaints, so that all our teams and contractors remain focused on achieving the best results for residents by providing training to new staff
- Technology: Implemented a single complaint handling inbox system, which will help us to offer a more efficient service and improved experience for residents.

There were 32 complaints escalated to Stage 2 this year, compared with 21 last year, representing a 52.4% increase, and significantly higher than the 9 recorded in 2023/24. There were 0 Stage 2 complaints related to CBH properties. Of the 32 complaints opened during the year, 1 was withdrawn. In the period 32 complaints have been responded to. Of the cases responded to, 24 were upheld, 7 not upheld, and 1 partially upheld. Only two cases progressed to the Housing Ombudsman, giving a 93.8% success rate in resolving complaints within our internal process.

Of the 32 complaints responded to, the service areas they relate to are as follows:

- ASB: 3
- Tenancy Management: 5
- Leasehold: 2
- Planned Maintenance: 14
- Rents: 1
- Repairs: 7

Throughout the year, and within the quarterly reports, the Complaints Team has highlighted the high number of complaints from the Planned Maintenance department. This increase was due to the issues experienced at the beginning of the kitchen installation programme.

CBC received two determinations from The Housing Ombudsman during the period, and both have been appropriately responded to within the required timescales.

Compensation Summary 2025 – 2026

Quarter	Amount	Service Area
Quarter 1	£10,166.99	Technical and Investment – 3 Repairs – 5 Disrepair – 4 ASB - 1 Tenancy Management – 2 HOS Determination -1
Quarter 2	£3,737.72	Repairs – 7 Technical and Investment– 4 Estates Services – 1 Community Services - 1
Quarter 3	£7,487.24	Repairs -3 Technical and Investment – 11
Quarter 4	£4,704.81	Repairs – 4 Technical and Investment – 15 Tenancy Management – 1 Development – 1 HOS Determination - 1
Total	£26,096.76	

Of the 293 responses sent, 63 complaints were offered compensation (21.5%) at Stages 1 and 2.

This figure reflects contributions from a range of service areas; however, Building Services accounts for the majority, with 57 of the 63 compensation payments arising from this area, totaling 90.5% of the compensation paid out. This included reactive repairs, planned maintenance, estates and disrepair complaints.

This year, 63 complaints were awarded compensation compared with 47 last year, which represents an increase of 34%.

CBC has increased the amount of total compensation paid from £23,008.60 last year to £26,096.76 this year.

This represents an increase in total compensation awarded, and may be explained by additional requests for compensation stemming from kitchen complaints and a higher number of Stage 2 complaints.

This year, we have had two maladministration findings issued by the Housing Ombudsman Service (HOS), both of which resulted in compensation orders (£750 and £100).

LEARNING FRAMEWORK

We listen, learn, and are improving services with tenants. When we make changes, we work with residents to cocreate improvements that work for them. In 2025-26 we used our learning framework below and made the following changes:

Area	Learning Summary	Actions / Considerations
Individual Colleague	Learning that can be attributed to an individuals' action/s	<ul style="list-style-type: none"> • Conversation with colleagues through 121 processes • Follow up any learning actions with individuals • Put forms of support in place for colleague to succeed next time • Performance Management – 3 complaints • Value of talking to whole team about it
Teams	Learning that can be attributed to actions or decisions made within or across a team or multiple teams	<ul style="list-style-type: none"> • Conversation with colleagues through 121 processes • Conversations with colleagues at team meetings • Follow up any learning actions with teams • Re-training including managers • Are there policies/procedures that need updating or that are missing
Service Quality	Learning that can be attributed to the quality of service delivered	<ul style="list-style-type: none"> • Consideration of process or system change
Organisational Culture	Learning that can be attributed to the culture of our organisation	<ul style="list-style-type: none"> • Consideration of process or system change • Look to other social housing organisations and structures
Contractor	Learning that is attributed to the actions and decisions of a contractor, which is managed by CBC	<ul style="list-style-type: none"> • Discuss at monthly contract meeting with contractor • Review complaints element of procurement to ensure correct mechanism in place – CBH complaints policy needs to be part of all new contracts • Random spot checks on physically identifiable work

LEARNING CONTINUED

CBC is committed to continuously improving the service we provide to our tenants. Below are some examples of what we have learned from complaints received over the past year, and the actions we have taken in response

Issue: Callbacks in relation to planned works were not answered

What we did: An additional staff member was brought in to support the kitchen program.

Issue: Tenant queries submitted via the online portal were not responded to

What we did: CBC has introduced action MT0279 for contacts received through the tenant portal requesting updates on orders. These are now monitored through the customer service work tray to ensure timely responses.

Issue: Callbacks and update requests were not consistently responded to

What we did: CBC has launched a new Customer Charter, currently being rolled out to all staff, to ensure a consistent approach to responding to tenant enquiries.

Issue: Delays in responding to enquiries regarding issues at blocks

What we did: The tenancy management team now directs tenants to a central email address, ensuring all correspondence is logged. Additionally, staff now divert tasks through the internal housing management system to one central task tray in cases of absence.

Issue: Delays and poor communication during kitchen installations

What we did: Meetings were held with contractors to address delays in kitchen and bathroom installations. Contractors are updating their information sheets to provide clearer guidance on timelines and potential delays.

Issue: Callbacks marked as complete without successfully contacting the tenant

What we did: Enhancements have been made to the CRM system to generate follow-up tasks before closure, ensuring multiple contact attempts are made. This is currently being trialed in one service area.

Issue: Delays in fencing works

What we did: CBC identified that not all staff had access to the correct cost codes to raise fencing orders. This has now been addressed and communicated across teams.

Issue: Dissatisfaction with contractor conduct during works

What we did: The Planned Maintenance team is reviewing contractor codes of conduct and KPIs. Surveyors are also following a standardised agenda during contract management meetings.

Issue: Concerns about service from the out-of-hours provider

What we did: CBC reviewed and amended contractor call scripts to improve the quality and clarity of communication.

LEARNING CONTINUED

Issue: Multiple visits and request for updates unanswered in the repairs department

What we did: We have reviewed and restructured the Responsive Repairs Team, ensuring that each workstream has the capability and resources required to deliver the service effectively. We have also recruited supervisors who are customer-focused to strengthen service delivery.

Issue: Poor quality of work

What we did: At the front line, regular team meetings are held with operatives, focusing on service delivery and continuous improvement

Issue: Lack of updates from jobs contracted out

What we did: The number of non-performing or unclear contracts has been reduced, and regular contract performance meetings are now in place to address any contractual issues promptly.

COMPLIMENTS

What a great job the plasterer has done carrying out works today, arrived prompt and on time and has done a really really good job wanted to pass on his compliments as aware that not everyone gets the appreciation for a job well done.

The customer service staff member who booked in the repair. She called through to see if we could attend today which we did. Thanks to repairs for making this happen. Also to the trade that attended as they were very helpful, Very appreciated. Pass on thanks all round

Tenant praised the trade for the way that he dealt with the situation with mum being stuck in living room away from daughter due to jammed Door. Tenant was in a state of panic, and she told us that the trade talked her through the entire process , even explaining when he was going back to the van for tools.

The fencing and the gate are brilliant thank you, so much better and finding it a lot more peaceful to get on with my normal day than to keep having to interact and try to ignore what's going on. Really appreciate it thank you.

Q1	24 Compliments
Q2	19 Compliments
Q3	10 Compliments
Q4	27 Compliments

Been speaking to the customer service team and the BMA Team. Both teams have really listened to me Just wanted to say how much I appreciated it.

Tenant called to pass his thanks onto the trade from yesterday as they attended for DMC. He was very polite, efficient, cleaned up after himself. Many thanks

Tenant expressed her gratitude and thanks to the tenancy assistant who showed empathy and understanding.

COMPLAINTS COMPLIMENTS

I would like to thank you for your clear communication throughout the complaints process

I figured it would be easier to respond to your email, thanks so much for getting back to me and sorting my complaint so quickly. Thanks also for just being on it and making the process so easy!

I'd like to take this opportunity of thanking you, for your great help in expediting my complaint to such a positive outcome.

And to her I am extremely grateful to, she is obviously someone that should be in charge of situations like this as she obviously has the customers well being and concerns at the forefront of her role

to let you know, that she did more than her duty to help me out, she did a very detail investigation and had lots of communication with me and inform me of every thing, which I really appreciate it. I think she is a asset to your organisation.

I conclude the work for my complaint has been completed due to your efforts, thank you

The Complaints Team

- Will continue to improve the complaints handling experiences through the next year
- We've introduced a single email address from March 2026 for all residents regarding complaints
- Website information and published literature has been updated in line with changes and considerations from the HQN mock inspection
- We're continuing to improve our data collection of additional needs and reasonable adjustments
- We're making technology system changes to improve how we deliver agreed complaint actions
- We're simplifying the compensation payment process and making it easier for residents, we now use bank transfers instead of cheques
- We're continuing to learn lessons to improve complaint handling
- We trained colleagues and contractors to help respond to complaints more effectively

NEXT STEPS

- To continue to improve and maintain our response times for stage 1 complaints
- To continue to maintain our 100% response rates to complaint responses
- To take on board consideration provided by the HQN mock inspection and implement these within the upcoming months
- To arrange and attend the next 6 monthly complaint feedback group
- Review staff engagement and share with service managers, to reduce number of extensions to complains due to information delay
- To continue to review Stage 2 complaints received in the period
- To continue to develop our approach to learning from complaints
- To continue our relationship with the Housing Ombudsman and continue to provide requested information and submissions within time frames.
- To review Compensation guidelines as set out by The Housing Ombudsman
- To keep updated in relation to the code and continue to learn using the Housing Ombudsman tools and newsletters
- To attend quarterly tenant panel meetings to present complaints data and updates
- attend quarterly tenant panel meetings to present complaints data and updates
- Complete Self-Assessment for 26-27

GOVERNANCE RESPONSE

- Cheltenham Borough Council Cabinet Housing Committee and Cheltenham Borough Homes are committed to ensuring that customer complaints are handled effectively and in a timely manner, and that as an organisation we identify learning to deliver a great customer experience.
- The committee routinely scrutinise complaints performance data, and this has been enhanced through the appointment of Councillor Flo Clucas, Cabinet Member for Housing and Customer Service, into the role of Member Responsible for Complaints ('MRC').
- This appointment will ensure that there is a strong awareness of complaint performance within the Housing Committee and wider members, and that there is scrutiny of complaints handling and of emerging themes.
- The Committee recognise that further improvements are required in repairs and planned maintenance, and the ASB service as these are the key drivers for complaints, and this will be a focus over the next 12 months.
- The MRC and Housing Committee aim to both challenge and support colleagues to embed a culture of positivity and learning from complaints by identifying themes and implementing changes to ensure continuous improvement.

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Cheltenham Borough Council

Cabinet Housing Committee – 1 June 2026

Housing Services Health and Safety Report

Accountable member:

Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Jo Rea, Health and Safety Officer

Executive summary:

This report summarises key health and safety activity within Housing Services during the quarter 4 reporting period (1st January - 31st March 2026), highlighting progress in policy development, training, system improvements, and workplace safety.

The Housing Health and Safety Rating System (HHSRS) policy was successfully developed in line with Awaab's Law and approved by Cabinet on the 14th April 2026. It has now been implemented and shared with Housing colleagues. A broad programme of health and safety training has also been delivered, including HHSRS, asbestos, water safety, first aid and ladder safety, alongside continued use of e-learning platforms.

Operational improvements have been made with the T100 safety management system, including a streamlined task checklist and improved escalation processes. In addition, following incidents involving unacceptable customer behaviour, a review of staff security arrangements at the Municipal Offices has been undertaken with input from the Crime Prevention Team, with enhancements currently being implemented.

Future priorities for Housing Services include reviewing equipment inspection processes and improving health and safety reporting to support more effective monitoring and decision-making.

Peter Adams has joined CBC as the Director of Health, Safety and Operations on the 27th April. Peter is currently defining the key priorities for the Health and Safety function to develop a structured programme of work.

Recommendations:

1. The Cabinet Housing Committee are requested to note the information included within this report.
-

1 Background

The focus and achievements during this reporting period have included the following:

- The updated HHSRS Policy to meet the requirements of Awaab's Law
- Health and Safety related training
- T100 Task Management improvements
- Crime Prevention Team visit to the Municipal Offices

2 Main content

3.1 The Housing Health and Safety Rating System (HHSRS) Policy:

The HHSRS policy has been developed to meet the requirements of Awaab's Law. The draft policy was first presented to the Cabinet Housing Committee on the 21st January 2026 and subsequently amended following feedback. The revised policy was re-submitted on the 1st April 2026 and received unanimous support for the policy to be presented to Cabinet for approval. The policy was approved at the Cabinet meeting on the 14th April 2026. The policy has since been issued to Housing colleagues via the T100 the safety management system.

3.2 Health and Safety Training:

Training delivery continued across this period, including multi-level HHSRS courses with refresher training scheduled every three years. Colleagues also completed asbestos, water safety (73 colleagues), first aid, and ladder inspector/user training. Additional learning was supported through the e-learning platforms.

3.3 T100 Task Management Improvement

Health and Safety related tasks and checklists are assigned to colleagues in Building Services on the safety management system T100, to complete on a periodic basis. Some of these checklists have now been revised and streamlined, e.g. the vehicle checks have been combined with the equipment checklists, to help better support the Building Services colleagues to complete these within the agreed timeframes.

Task escalation notifications, for overdue and underscored checklists have also been reviewed and allocated to the appropriate team leaderships.

3.3 Crime Prevention Team visit to the Municipal Offices

Following some of the recent unacceptable customer behaviour incidents experienced in the Municipal Offices, including from customers visiting the Housing Services Teams, a site visit was undertaken by the Gloucestershire Constabulary Crime Prevention Team who were able to make several observations and offered a range of potential improvements. We have started to deliver a programme of measures to enhance building safety including a security officer in the Municipal Offices.

4 Future Health and Safety Priorities:

- A review of the Building Services equipment inspections, frequency and requirements.
- Improvements to Health and Safety reporting information.

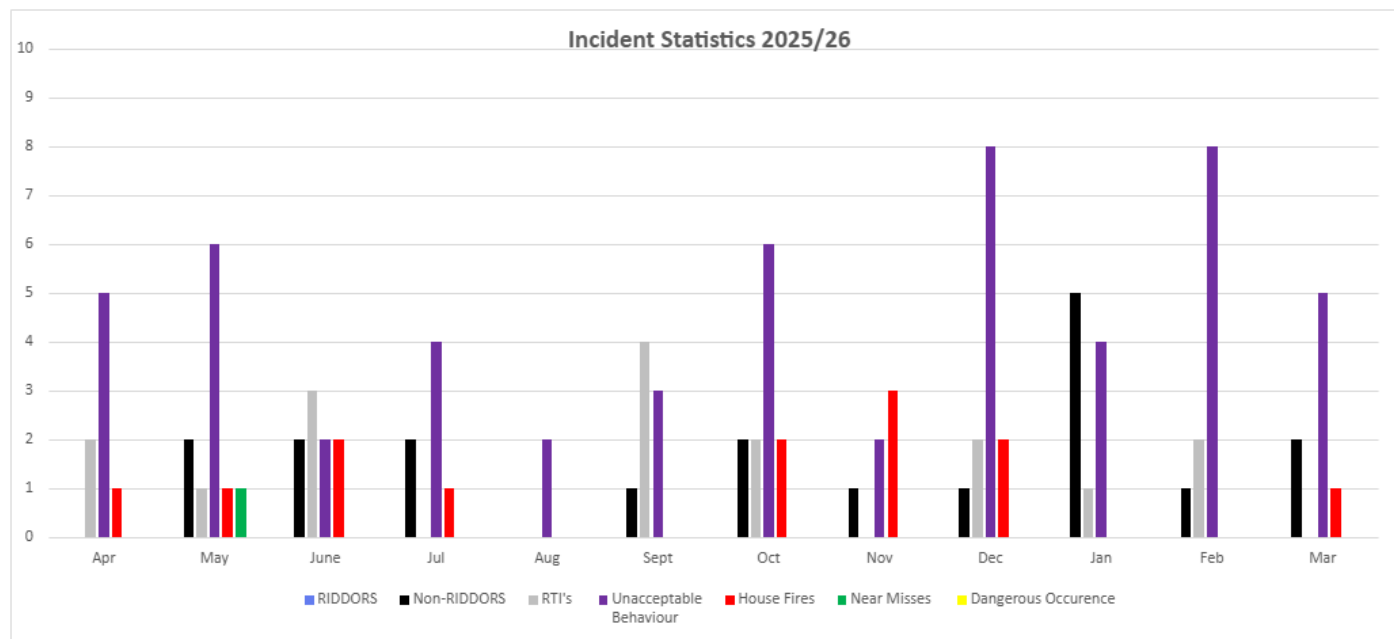
- A review of the key priorities for the Health and Safety function to develop a structured programme of work.

Health and Safety Incidents: 1st January – 31st March 2026

Timeframe	Incident Type	Number	Examples of Incidents Cases:
January – March 2026	RIDDOR *	0	
	Non-RIDDOR IR1 Accidents	8	Installing a tile vent -injury to thumb, Removing metal sheets- injury to hand, Drilling – minor injury to thumb, Nail pierced heel of boot – minor injury to foot. Foot through ceiling. Needlestick injury and grazed arm.
	Near Miss	0	
	Dangerous Occurrence	0	
	Unacceptable Customer Behaviour	17	Unacceptable language, threats, inappropriate and racist comments, tone of voice, damage to CBC property.
	RTI (Road Traffic Incidents)	3	Reversing - damage to vehicle. Manoeuvring– damage to wing mirror. Minor collision - no damage to vehicle.
	Fires	1	Consumer unit fitted by a contractor caused a small fire which was extinguished by the tenant.

**RIDDOR – Reporting of injuries, diseases and dangerous occurrences Regulations 2013, is a UK law requiring employers and duty holders to report specific workplace deaths, serious injuries, occupational diseases, and dangerous occurrences and near misses to the Health and Safety Executive (HSE).*

Health and Safety Incidents : 1st April 2025 to 31st March 2026

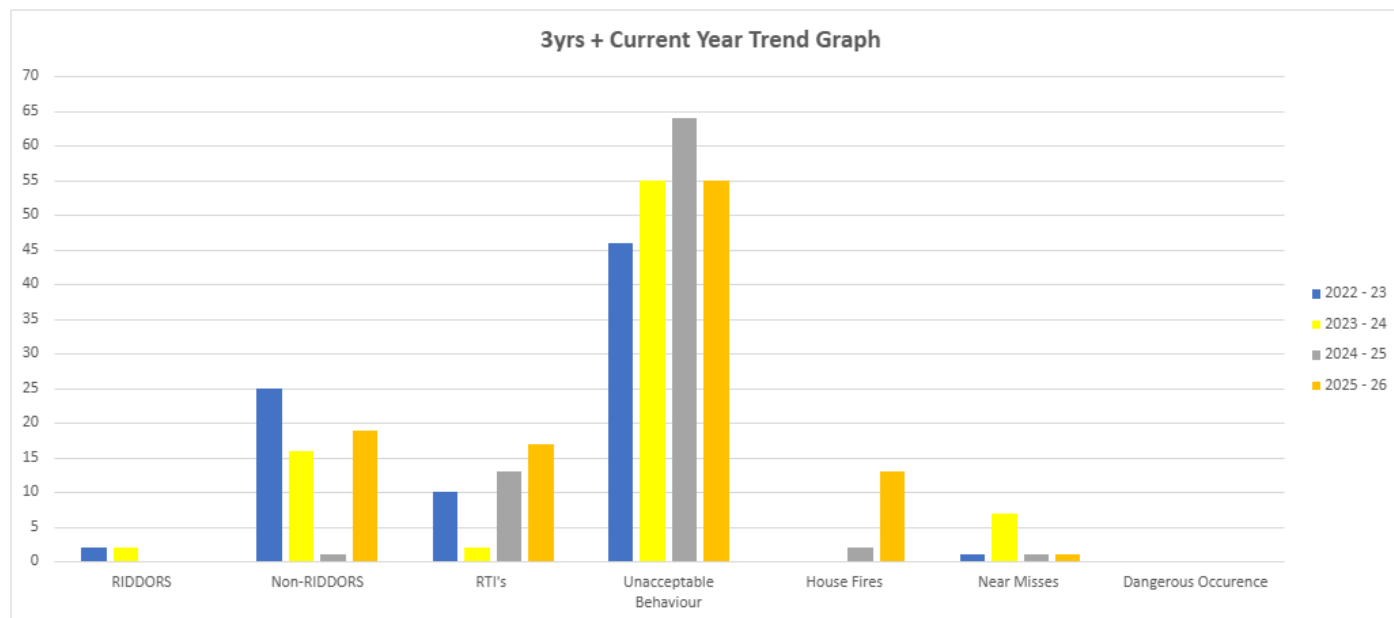


During the 2025/6 period there were no RIDDOR reportable or dangerous occurrences incidents recorded throughout this timeframe. The majority of incidents fall into:

- Unacceptable Customer Behaviour (55 total)
- Non-RIDDOR incidents (19 total)
- Road Traffic incidents (17 total)
- House Fires (13 total)
- Near Misses (1 total)

Reports of unacceptable customer behaviour represent the highest category of incidents, with occurrences throughout the year. The rise in incidents identified the need for targeted interventions, staff support, and preventative measures in this area. A programme of measures is being delivered to enhance building safety in the Municipal Offices and provide support to employees. Road traffic incident levels fluctuated during the year, however proactive steps have been taken to address this through the delivery of a ROSPA Driver assessment training course, with two members of the Building Services Team now competent to assess colleagues and support safety improvements. Fire related incidents remain under close monitoring with each incident subject to review and appropriate remedial actions implemented.

April 2022 to 31st March 2026 Trend Graph



Health and Safety Performance over the four-year period shows a reduction in serious incidents (RIDDORs) however this is offset by several emerging concerns; road traffic incidents increased during 2025-26. There is a notable rise in house fires in 2025-26 compared to previous years requiring measures including an E-Bike and Battery policy. Increases align with the national trend in the use of lithium battery technology. Unacceptable customer behaviour incidents remain consistently high, highlighting ongoing customer behaviour challenges. A training programme is being rolled out to support colleagues in direct customer facing roles.

Conclusion

During the reporting period, there were no RIDDOR reportable incidents or dangerous occurrences. All incidents continue to be reviewed and monitored by the Health and Safety team, with key themes reported through the Housing Compliance Monitoring Group.

Positive feedback was received regarding how Health and Safety is perceived across the service area, reflecting collaborative working practices. The general management of Health and Safety within Housing Services continues to be effectively maintained and underpinned by the T100 safety management system.

The newly appointed Director of Health, Safety and Operations is currently establishing key priorities for the Health and Safety function to create a plan of work which will help to drive improvements in overall Health and Safety Management across the council.

Next Report on this subject: The Health and Safety update report will next be brought to the Committee in November 2026.

5 Key risks

5.1 A risk assessment has been completed and is attached in the appendices.

Report author:

Jo Rea, Health and Safety Officer, Jo.Rea@cheltenham.gov.uk

Appendices:

- i. Risk Assessment

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
1	The Council has a legal duty to ensure that properties it manages are safe and comply with all applicable statutory requirements.	Director of Governance, Housing and Communities	5	3	15	Reduce	Produce, approve and implement clear and robust policies and associated procedures	Director of Governance, Housing and Communities	April 2026

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Tenant Engagement Update, Housing Services, Cheltenham Borough Council

June 2026

Resident Engagement Officer Post

We have successfully recruited a new Resident Engagement Officer and are currently awaiting a start date, subject to a successful DBS check.

Tenant Voice Annual Report 2025-2026

The 2025–2026 tenant engagement annual review has been attached for reference.

Tenant Panel

April Meeting

- The Tenant Panel welcomed Helen McEgan, Operations Manager Technical and Investment, who presented the Aids and Adaptations Policy.

The Panel requested:

- An accessible version of the policy
 - Information on how the policy will be communicated to tenants
 - Clarification on whether the policy also applies to leaseholders
-
- The Tenant Panel also formally approved the new Tenant Handbook, presented by Olivia Underhill.

Repairs Scrutiny

Jason Peters, Multi-Skilled Operative, attended the May Tenant Panel meeting to formally review the recommendations arising from the repairs scrutiny exercise carried out by the Tenant Panel (attached)

All actions were accepted, with many already underway. Jason also provided an update on the Repairs Team, including:

- Newly created positions within the service
- A training programme currently being implemented

Jason will return to the Panel in six months to provide a further progress update against the agreed actions.

The Tenant Panel also requested to be kept informed of any Acuity data relating to repairs so that they can monitor improvements over time.

Leaseholder Forum

No updates at this time.

Appendixes:

1. Tenant Voice Annual Report 2025-2026
2. Repairs Process Scrutiny Review

Tenant Voice Annual Report 2025-2026



CHELTENHAM
BOROUGH COUNCIL



www.cheltenham.gov.uk

Introduction

During 2025–2026, Cheltenham Borough Council (CBC) has continued to strengthen its commitment to resident engagement, ensuring that tenants and leaseholders play a central role in shaping housing services.

This year has seen the formal adoption of the Tenant and Leaseholder Voice Plan 2025–2028, which sets out a clear and ambitious framework for how residents influence decision-making across housing services. The plan was developed collaboratively and approved by both the Tenant Panel and Leaseholder Panel, reflecting a shared vision for meaningful, transparent engagement.

Resident representatives have played an increasingly visible role in governance, with tenant and leaseholder representatives attending Housing Committee meetings, ensuring direct and transparent influence at a strategic level.

Throughout the year, we have worked in partnership with residents to review services, shape policies, and respond to key challenges—particularly in areas such as repairs, complaints, and building safety. This report highlights the progress made over the past year and demonstrates how resident voice continues to drive improvement.

Housing Committee Representation

Tenant and leaseholder representatives have continued to attend **Housing Committee meetings**, ensuring that:

- Resident voices are heard at a strategic level
- Decision-making is informed by lived experience
- Transparency and accountability are strengthened

Tenant Panel Achievements

Over the past year, the Tenant Panel has continued to provide robust challenge and constructive input across a wide range of service areas.

Governance and Development

- The panel reviewed and refreshed its Terms of Reference, strengthening clarity around roles and expectations
- Continued to develop as a confident, knowledgeable group providing effective scrutiny and challenge

Customer Promise

The Tenant Panel played a key role in refining CBC's Customer Promise.

This included:

- Simplifying and grouping commitments to improve clarity
- Making the document more concise and accessible
- Influencing the visual presentation to better engage customers
- Recommending that staff receive training on the principles to ensure consistent delivery

This work has resulted in a clearer and more customer-focused offer.

Scrutiny Review: Repairs

A major focus this year was a large-scale scrutiny review into the repairs service.

The Tenant Panel:

- Examined tenant experiences of reporting and receiving repairs
- Identified key issues including delays, communication gaps, and consistency of service
- Reviewed processes from initial report through to completion

Key themes identified:

- Communication does not always meet tenant expectations
- Lack of visibility on repair progress
- Inconsistency in service delivery

Recommendations included:

- Improved communication and updates throughout the repair journey
- Greater transparency around timescales and expectations
- Enhanced monitoring of contractor and staff performance
- Increased tenant involvement in shaping improvements

This work represents a significant contribution to ongoing service improvement.

Service Standards and Local Engagement

- John Clements, Operations Manager, worked with tenants on service standards for housing blocks, including reviewing and improving block communication materials such as posters
- The Tenant Panel provided feedback on the Tenant Handbook, which has been condensed and rewritten in a more user-friendly format. The Tenant Panel identified areas where additional clarity was needed and discussed how best to roll out the updated version to existing tenants.

Complaints Oversight

The panel received regular updates from Natasha Dhillon, Complaints Lead, improving transparency and understanding of:

- Complaint trends
- Learning from complaints
- Actions being taken to improve services

In addition, complainants from Quarter 1 were invited to attend a focus group to help us better understand their experience of the service and to share suggestions for improvement.

External Engagement – HQN

Tenant Panel members participated in an interview with the Housing Quality Network (HQN).

Feedback included:

- Positive reflections on involvement in the Tenant Panel
- The value of being able to discuss key issues such as repairs
- Recognition that CBC is listening and responding to tenant feedback

This provided independent insight into the strength of tenant engagement at CBC.

Housing Service Improvement Plan

Feedback was gathered from residents, including input linked to work led by Kerryanne Pitter, Project Manager, Housing Improvement Programme, helping to shape ongoing improvement activity.

Leaseholder Engagement

Leaseholder Policy

Leaseholders were invited to provide feedback on a new Leaseholder Policy.

Engagement included:

- Opportunities to submit comments via email
- A drop-in session held on 12 March

Feedback highlights:

- Overall response was positive
- The policy was seen as helpful, particularly in explaining the Section 20 consultation process
- Suggestions included:
 - Adding information on the percentage of leasehold properties
 - Minor grammatical improvements

All feedback was reviewed and incorporated where appropriate.

Additional Engagement

- Leaseholders engaged directly with officers, including Julian Denslow, who attended sessions to:
 - Answer questions on the Fire Safety Section 20 notice
 - Provide updates on the stock condition survey, helping leaseholders understand long-term costs

- The Terms of Reference for the Leaseholder Group were agreed, including updated wording reflecting the CBC and CBH merger

Policy Influence

Both the leaseholder and the tenant panel have played an active role in reviewing and shaping key policies and service areas, including:

- Rent Setting
- Recharge Policy
- Voids Policy
- Repairs Policy
- E-bike and Battery Policy
- Cleanliness Action Plan
- Compliance areas:
 - Electrical safety
 - Water hygiene
 - Gas and heating
 - Asbestos
 - Fire safety
- Decants
- Tenancy Policy

This demonstrates the breadth of resident influence across both strategic and operational areas.

Youth Voice

Progress has been made in developing youth engagement, recognising the importance of capturing the views of younger residents and shaping future approaches.

We recognised the need to build confidence among our young community. Community Investment Officer Alexis Turner worked with a group of young people on an ASDAN-accredited leadership course. As part of the course, young people discussed their communities and their experiences of Cheltenham, and completed a social impact project. They have since gone on to become youth mentors and will guide the next group of young people through the qualification process.

Older Adults Voice

Engagement with older residents has remained a priority.

This has included:

- Regular engagement in schemes through meetings and discussions
- Input on activity provision, garden spaces, and shared areas
- Raising and addressing common concerns

A significant piece of work was undertaken at Gilbert Ward Court, where:

- Intensive engagement supported residents affected by ongoing repairs issues. Monthly meetings are now held, giving residents the opportunity to speak directly with Aston Stevens, Resource Planning Team Leader, and Gemma Rowberry, Head of Regulatory Compliance, about their concerns.

Tenants directly influenced how issues are addressed and shared suggestions for how we can work more effectively with and around their scheme.

Community Engagement – St Paul’s

A large community survey in St Paul’s captured resident views on local priorities, helping to inform community investment activities from the St Paul’s hub, as well as informing a partnership approach to tackling ASB in the area.

Tenant Impact at a Glance:

The problem	How we engaged tenants/leaseholders	The solution / outcome
Repairs service not meeting expectations (delays, communication gaps, inconsistent delivery, limited visibility of progress)	Tenant Panel scrutiny review: examined tenant experiences of reporting/receiving repairs; reviewed end-to-end processes; identified key themes	Recommendations: improved communications and updates; greater transparency on timescales/expectations; enhanced monitoring of contractor/staff performance; increased tenant involvement in shaping improvements
Ongoing repairs issues affecting residents at Gilbert Ward Court	Intensive engagement and monthly meetings, enabling residents to speak directly with Aston Stevens (Resource Planning Team Leader) and Gemma Rowberry (Head of Regulatory Compliance)	Regular monthly forum established; issues raised directly; tenants influenced how issues are addressed and suggested ways of working more effectively around their scheme
Customer Promise needed to be clearer, more concise, accessible, and consistently delivered	Tenant Panel refined the Customer Promise, including content and presentation feedback	Commitments simplified and grouped; document made more concise and accessible; visual presentation improved; recommendation for staff training to support consistent delivery



Need for stronger governance, clarity of roles, and effective scrutiny	Tenant Panel reviewed and refreshed its Terms of Reference and continued to develop as a scrutiny/challenge group	Clearer roles and expectations; stronger, more confident scrutiny and challenge
Service standards and block communications needed improvement	John Clements (Operations Manager) worked with tenants on housing block service standards and reviewed block communication materials (e.g., posters)	Service standards shaped with tenants; improved block communication materials produced
Tenant Handbook needed to be more user-friendly and reach existing tenants effectively	Tenant Panel reviewed the Tenant Handbook and provided feedback; discussed roll-out to existing tenants	Handbook condensed and rewritten into a more user-friendly format; areas for improvement/clarity identified; distribution approach discussed
Interest in greater transparency and learning from complaints	Tenant Panel received regular updates from Natasha Dhillon (Complaints Lead) on complaint trends, learning, and actions	Improved transparency and understanding of complaints; clearer visibility of actions being taken to improve services
Need to keep tenants involved and informed throughout our Housing Service Improvement Plan	Resident feedback gathered (including input linked to work led by Kerryanne Pitter, Project Manager, Housing Improvement Programme)	Feedback used to help shape ongoing improvement activity within the Housing Service Improvement Plan
Need to develop youth engagement and build confidence among young residents	Community Investment Officer Alexis Turner worked with young people on an ASDAN-accredited leadership course, including discussion of communities/experiences and a social impact project	Young people completed the qualification and progressed into youth mentor roles to support the next cohort. Young people's voices sought in shaping community and town wide priorities.
Need to ensure older adults have a meaningful voice in	Regular scheme engagement through meetings and discussions; input sought on	Resident input informed activity provision and shared space



shaping services to meet their needs	activities, garden spaces, and shared areas	improvements; common concerns raised and addressed
Leaseholders needed a clearer understanding of the Leaseholder Policy, including the Section 20 consultation process	Leaseholders invited to comment via email and at a drop-in session (12 March)	Feedback reviewed and incorporated where appropriate; policy seen as helpful for explaining Section 20; minor improvements identified (e.g., add info on % of leasehold properties; grammar)
Questions and concerns about Fire Safety Section 20 notice	Leaseholders engaged directly with officers; Julian Denslow attended sessions to answer questions	Questions answered and understanding improved through direct officer engagement
Need for leaseholders to understand long-term costs linked to stock condition	Julian Denslow provided updates at sessions on the stock condition survey	Improved understanding of the survey and long-term cost implications
Leaseholder group governance needed up-to-date Terms of Reference reflecting the CBC and CBH merger	Leaseholders and officers agreed the Leaseholder Group Terms of Reference	Updated Terms of Reference agreed, including revised wording to reflect the merger
Local community priorities and approach to tackling ASB needed clearer resident input (St Paul's)	Large community survey in St Paul's captured resident views on local priorities	Findings informed community investment activities from the St Paul's hub and supported a partnership approach to tackling ASB in the area

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Scrutiny Review:

How can Cheltenham Borough Council better work with tenants to improve the Repairs Process?

August 2025 – November 2025
Tenant Panel Scrutiny Review



CHELTENHAM
BOROUGH COUNCIL

Housing services



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Introduction

The Tenant Panel is an independent group of residents who work closely with Cheltenham Borough Council to review housing services. Their role is to make sure that tenants' views and real-life experiences help shape how services are run and improved.

This review looks at the repairs service, which tenants regularly say is one of the most important parts of housing services. Repairs and maintenance are vital for keeping homes safe and comfortable. They also strongly affect how tenants feel about the Council as their landlord. In recent years, tenant feedback has shown a growing gap between what tenants expect and what they experience, especially around communication, waiting times, and consistency.

The Panel chose to review this service based on:

- Feedback from the **Acuity Tenant Perception Survey (Q1 2025/26)**
- Information gathered through the Council's own tenant engagement activities, including **follow-up surveys**

The Acuity survey showed that while **81.3% of tenants were satisfied** overall with the repairs service, **only 58.5% said they were very satisfied**. This suggests that experiences are very different depending on where people live and the type of property they have.

At the same time, **14.6% of tenants said they were dissatisfied**. The main reasons given were:

- Delays in communication
- Unclear timescales
- Needing several visits to fix the same problem

Although **83.8% of tenants were happy with the time** taken to complete their most recent repair, written comments showed frustration about long waits, poor follow-up, and the need to chase for updates.

Tenant comments supported these findings. Many people praised the politeness and professionalism of individual trades staff, but raised concerns about how the overall system works.

Common issues included:

- Difficulty contacting the right person
- Little or no updates after a repair was reported
- Not knowing who to contact to check progress

Some tenants said they “have to phone again and again to get repairs done,” while others described communication as “virtually non-existent.” Others mentioned poor quality or inconsistency, such as repairs being “done quickly but not properly,” or contractors visiting, taking photos, and then not returning.

This feedback shows that improving the repairs service is not just about fixing homes, but also about rebuilding tenants’ trust and confidence. Tenants made it clear that honesty and consistency matter more to them than speed alone. One tenant summed this up by saying:

“The organisation needs to communicate better with tenants and be honest about what they can and can’t do.”

In response, the Tenant Panel carried out a detailed review between August and November 2025. They were supported by the Community Investment Team and housing service leads at Cheltenham Borough Council. The aim was to understand how the repairs service currently works, what is working well, what needs to improve, and how staff and tenants can work together to deliver a better and more reliable service for everyone.



Aims and Areas of Interest

To explore how Cheltenham Borough Council can improve its repairs service so that tenants receive repairs on time, to a good standard, and with clear and regular communication at every stage.

Objectives

The review aimed to:

1. Understand how tenants experience the repairs process from first reporting a problem to completion and follow-up.
2. Identify the main reasons for delays, repeat repairs, and dissatisfaction.
3. Look at how well communication works between tenants, trades staff, and the contact centre.
4. Review how feedback and complaints are used to improve performance and responsibility.
5. Develop practical recommendations to improve tenant satisfaction and engagement.

Evidence Base

The review was based on:

- Data from the Acuity Tenant Perception Survey (471 responses), showing 81.3% overall satisfaction but clear differences in views on timing and communication.
- Complaint data (August 2024–August 2025), showing that almost 25% of Stage 1 complaints were about repair delays, unfinished work, or lack of follow-up.
- Written tenant comments highlighting communication problems, repeat visits, contractor standards, and difficulty contacting the right team.
- Interviews and a site visit with repairs staff, supervisors, and service leads to understand challenges and see how work is carried out.

Key Areas of Focus

From the evidence, the Panel identified four main areas to investigate:

1. **Communication and Transparency** – How tenants are kept informed and whether messages are clear, consistent, and easy to access.
2. **Timeliness and Scheduling** – Whether repairs are completed on time and what causes delays or cancellations.
3. **Quality and Follow-Up** – How well work is checked, repeated if needed, and confirmed as complete.
4. **Accountability and Learning** – How data, complaints, and tenant feedback are used to improve the service.

These areas guided the Panel’s review and helped capture both tenant experiences and staff views, leading to clear and practical recommendations.

Methods and Timeline

The Tenant Panel used a structured approach that combined data review with real tenant experiences. The review took place between August and November 2025.

1. Scoping and Planning (August 2025)

The Panel agreed clear aims, timescales, and measures of success. Using Acuity data, they identified communication, timing, and quality as key themes. A plan was created to explain how evidence would be collected and reviewed.

2. Data Review (September–October 2025)

The Panel reviewed:

- Acuity satisfaction scores for repairs and timeliness
- Complaint and compliment trends from the previous 12 months
- Performance data on response times, job completion, and first-time fixes
- Written tenant feedback showing real experiences

3. Service Lead Interview (October 2025)

Panel members met with the Interim Estates and Voids Manager, Jason Peters.

4. Tenant Engagement and Survey (October 2025)

An extra survey was sent to tenants by text and email, focusing on recent repairs. Several tenants responded, and two follow-up interviews were held. Feedback matched the Acuity results: staff were praised for being polite and skilled, but delays, poor communication, and weak follow-up were criticised. Some external contractors, such as I Williams, were praised for being more consistent.

5. Site Visit (October 2025)

The Panel visited Barlow Road and Pope's Close to see how repairs are reported, assigned, and recorded. They saw operatives using smartphones to record completed work with photos. While staff professionalism was clear, the visit also showed gaps in how information is shared between teams and tenants.

6. Analysis and Recommendations (November 2025)

All information was reviewed and grouped into themes. Communication and follow-up issues appeared repeatedly. The Panel developed practical and realistic recommendations, which will be reviewed with service leads.

Who Has Been Involved?

This review was a joint effort between tenants, staff, and managers.

Tenant Panel Members:

Kelly Johnson, Agnieszka Wisniewska, Edwin Trevena, Lisa Sheppard, Yvette White, Hanan Shami, Meg Riley, Tim Lansdown and Veronica Overton

Staff Stakeholders:

- Andy Barrell – Business Analyst
- Natasha Dhillon – Complaints Officer
- Tilly Regan – Complaints Officer
- Jason Peters – Interim Voids Manager
- Liam Pem – Resident Engagement Officer
- Ellen Pollicott – Community Investment Manager
- Robert Nock – Estates Supervisor



Summary of Key Findings

The review found that the repairs service is supported by experienced and committed staff, but still faces problems with communication and consistency. Emergency repairs are usually completed on time, but delays can happen with routine or longer-term jobs, often due to staff shortages or scheduling pressures.

Communication was the biggest concern for tenants. While operatives were praised for their attitude and skills, many tenants said they felt “left in the dark” after reporting a repair. Having to chase updates or not knowing who to contact was often more frustrating than the delay itself.

The Panel also identified challenges around staffing levels, recruiting multi-skilled workers, and linking contractor systems. However, positive steps are being made, including better stock management, apprentice recruitment, and using photos to track work. The Panel believes that clearer communication, better coordination, and small changes to processes could greatly improve tenant satisfaction.

Recommendations

The Tenant Panel understands how complex it is to run a large repairs service. The recommendations focus on practical steps to improve communication, quality, and trust.

Recommendations Summary

1. Communication and Transparency
 - Introduce a clear and consistent update system so tenants receive information at every stage, including for communal repairs. Use text or email updates where possible.
 - Provide a simple “What You Should Expect” guide after a repair is reported, explaining timescales, next steps, and who to contact.
 - Make contact routes clearer so tenants always know who to speak to and when they will receive updates.

2. Workforce and Training

- Continue investing in apprenticeships and refresher training to keep a strong, multi-skilled workforce.
- Encourage experienced staff to mentor new workers.

3. Systems and Data

- Ensure operatives upload clear before-and-after photos for every job and fully understand the work before attending, with the right tools and equipment.
- Explore a real-time repair tracking system, similar to parcel tracking, so tenants can follow progress from start to finish.

4. Quality and Follow-Up

- Arrange any follow-up visits before staff leave the property to avoid delays and confusion.
- Increase random inspections across different property types to check repair quality.

5. Tenant Engagement

- Share regular “You Said, We Did” updates to show how tenant feedback has led to real improvements.



Conclusion

The Tenant Panel believes the repairs service has a strong base built on genuine care for residents. While problems remain with communication and consistency, the service is well placed to improve.

What stands out most is the commitment of staff, many of whom have worked in the service for many years and take pride in doing a good job. This dedication, combined with new apprentices and managers who are open to learning from feedback, creates a real chance for long-term improvement.

Tenant feedback has been central to this review and has directly shaped the recommendations. The findings show a service that is willing to listen, learn, and improve through working in partnership with tenants.

The Panel is confident that with better communication, continued teamwork, and investment in people and technology, the repairs service can deliver a better experience for all tenants.

Overall, this review highlights not only areas to improve, but also a shared commitment to doing better. The foundations are in place for a repairs service that is efficient, reliable, and focused on what matters most: safe, well-maintained homes and tenants who feel informed, valued, and confident in their landlord.

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Meeting	Title	Objective	Format
29th July 2026	<ul style="list-style-type: none"> ● CEO/Director Briefing (if required) (Verbal) ● Neighbourhood Policy ● Compliance Performance Data - Quarter 1 ● KPI Performance Data - Quarter 1 ● Housing Improvement Plan ● Housing Complaints and Compliments Report - Quarter 1 ● End of Year 2025-26 Housing Revenue Account (HRA) Budget Monitoring Report ● Updates from the Tenant and Leaseholder Panels ● Review of the Housing Committee Forward Plan ● Briefing Note - Housing Sector Insight 	<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 the Neighbourhood Policy for sign off and recommendation to cabinet for approval.</p> <p>To provide the Committee with key compliance performance data.</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 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 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>Discussion 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>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>
30th September 2026	<ul style="list-style-type: none"> ● CEO/Director Briefing (if required) (Verbal) ● Housing Complaints and Compliments Report - Quarter 1 ● Housing Risk Register ● Updates from the Tenant and Leaseholder Panels ● Review of the Housing Committee Forward Plan ● Briefing Note - Housing Sector Insight 	<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 an overview of housing related complaints and compliments, identifying key areas of dissatisfaction and areas for learning and service improvement.</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>Briefing Note</p>

25th November 2026	<ul style="list-style-type: none"> ● CEO/Director Briefing (if required) (Verbal) ● Compliance Performance Data - Quarter 2 ● KPI Performance Data - Quarter 2 ● Housing Improvement Plan ● Tenant Satisfaction Measures - 6 monthly update ● Housing Complaints and Compliments Report - Quarter 2 ● Updates from the Tenant and Leaseholder Panels ● Review of the Housing Committee Forward Plan ● Briefing Note - Housing Sector Insight 	<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 compliance performance data.</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 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 the 6 month position in relation to tenant satisfaction measures (April - September)</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>Verbal 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>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Briefing Note</p>
20th January 2027	<ul style="list-style-type: none"> ● CEO/Director Briefing (if required) (Verbal) ● Compliance Performance Data - Quarter 3 ● KPI Performance Data - Quarter 3 ● Housing Improvement Programme Update ● Housing Complaints and Compliments Report - Quarter 3 ● Anti-Social Behaviour Improvement Project - Update ● Updates from the Tenant and Leaseholder Panels ● Review of the Housing Committee Forward Plan 	<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 compliance performance data.</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 the committee with an update on the progress of the housing improvement programme</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 the committee with an update on the progress of the ASB Improvement Project.</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>Verbal 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>Information/Discussion Paper</p> <p>Information/Discussion Paper</p> <p>Information/Discussion Paper</p>

	<ul style="list-style-type: none"> ● 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
24th March 2027	<ul style="list-style-type: none"> ● CEO/Director Briefing (if required) (Verbal) ● Counter Fraud and Enforcement Unit Report ● Housing Improvement Plan ● Housing Risk Register ● Updates from the Tenant and Leaseholder Panels ● Review of the Housing Committee Forward Plan ● Briefing Note - Housing Sector Insight 	<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 overview of the Counter Fraud Enforcement Unit's work on housing and tenancy fraud over the previous year.</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 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>

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Briefing Note

Committee name: Cabinet Housing Committee

Date: 1 June 2026

Responsible officer: Claire Hughes, Director of Governance, Housing and Communities, 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.

Government Strategy and Announcements

- a. The government has outlined its implementation plans for the Renters' Rights Act relating to social housing. Provisions regarding social housing provided by Private Registered Providers (PRPs) are set to come into force from October 2027, following the implementation of the Act in the private rented sector from 1 May 2026. The changes set to be implemented are:
 - All existing social housing assured tenancies provided by PRPs will move to assured periodic tenancies from this point, including social rent homes, affordable rent homes, intermediate rent homes, specialised supported housing, temporary accommodation, rent to buy products, and shared ownership.
 - Section 21 evictions will be abolished. Updated grounds for possession will apply.
 - Landlords will be able to use the Section 13A process to increase rent at any point in the first 52 weeks of a tenancy, and then no more than once every 52 weeks after that, provided they give at least one month's notice.
 - Unlike landlords in the private rented sector, PRPs will continue to be able to use rent review clauses to increase rent, as they do now, and where a rent review clause is used there will be no requirement to serve a Section 13A notice.
 - Annual limits on rent increases will continue to be set under the Regulator of Social Housing's Rent Standard, not through the Renters' Rights Act.
 - PRPs will be required to provide tenants with certain information in writing at the outset of tenancies. The Government will lay secondary legislation setting out what this must include.

To prepare for implementation, the Government published a consultation on a new

Tenure Direction to the Regulator of Social Housing earlier this month, which will run until the 28 May 2026. Whilst the Renter's Right Act does not apply to council owned social housing, local councils will be able to take enforcement action against landlords under the Act.

- b. In line with the Renters' Rights Act, a consultation has been launched to revise the consumer standard relating to social housing tenancies. The consultation will run to the 28 May, with a direction expected by October and implementation in 2027. The proposals seek to ensure tenancy regulation alignment with wider legislative changes and introduce a more outcomes-focused framework for landlords. Under the proposals:
- Social landlords would be expected to prioritise security, transparency, and fairness in tenancy management, rather than adhering to prescribed tenancy types.
 - The framework emphasises granting the most secure tenancies available, while balancing individual household needs, community sustainability, and efficient use of housing stock.
 - It also introduces new expectations around tenancy sustainment and ending tenancies, including requirements for landlords to be clear about possession grounds and to support tenants in securing alternative accommodation where moves are required.
 - It would also extend regulatory protections to all local authority-owned social housing, including stock outside of Housing Revenue Accounts.
- c. The government has published details of the Future Homes Standard, confirming the regulatory framework that will govern the design and construction of new homes. The standards are intended to ensure that homes will not require retrofitting to achieve net zero once the electricity grid decarbonises, with implementation beginning from March 2027 and transitional arrangements extending into 2028. Requirements include:
- Most new homes will need to include low carbon heating systems such as heat pumps, improved building fabric, and solar panels.
 - A new requirement for on-site renewable electricity generation in dwellings.
 - Updated guidance on ventilation, overheating, and heating systems, alongside strengthened requirements for Home User Guides and installation standards.
 - Existing performance metrics such as Target Emissions Rate and Fabric Energy Efficiency will continue.
 - No broad relaxations will be permitted on emissions standards, reinforcing the expectation that new homes will meet the required levels of performance.
 - Further areas of policy development will include a review of overheating regulations and ongoing work to address the gap between designed and actual energy performance.
- d. The final design of the Minimum Energy Efficiency Standards (MEEs) for the social rented sector has been confirmed. It will require all social homes to reach EPC Band C by 2030 and meet a second energy performance metric by 2039. The policy, part of wider efforts to reduce fuel poverty and improve housing quality, is expected to have financial and delivery implications for social housing providers. The

government's impact assessment estimates that implementation will cost the social housing sector £16.1 billion, including £6.6 billion for local authorities. The final framework allows providers flexibility to meet the standard through fabric improvements, smart readiness, or heating system upgrades, with a £10,000 per property spend cap for each phase to help manage costs and support phased delivery.

- e. The Department for Energy Security and Net Zero (DSENZ) has announced a £100 million top-up to the Warm Homes: Social Housing Fund (subject to final approvals). The increase is intended to increase energy security amid ongoing global conflict. The funding is expected to support 57,000 solar installations for social households during 2026-27. The announcement forms part of a broader package of measures which will help to decarbonise housing, including the accelerated rollout of renewable technologies and new measures to speed up the grid connections process. The Energy Secretary, Ed Miliband MP, described the changes as a doubling down on clean energy, which he argued is "*the only route to financial security, energy security and national security.*"
- f. The Ministry of Housing, Communities and Local Government (MHCLG) has announced a £2 million programme of pilot projects through the Social Housing Innovation Fund to strengthen tenant voice and engagement in social housing. There will be 20 schemes across England testing new approaches over the course of a year. The trials are intended to identify scalable models that can be rolled out more widely across the sector. The government has stated that the programme will prioritise engagement with underrepresented groups, including tenants with disabilities, those with limited digital access, and individuals affected by trauma, to ensure a broader range of voices are reflected in housing management and policy decisions.
- g. The Housing, Communities and Local Government (HCLG) Committee has published its report into temporary accommodation, as part of a wider inquiry into housing conditions in England across tenure. The report urges the government to take stronger and more immediate action to address poor conditions in temporary accommodation, warning that too many families are living in housing that is "so poor as to be unfit for human habitation" and makes a number of recommendations focused on improving standards. The report came in the same week that the All-Party Parliamentary Group (APPG) for Households in Temporary Accommodation published its own report, highlighting that between October 2023 and September 2025 nearly 2% of all child deaths occurred among children who were homeless. Over the past six years at least 104 children (76 under the age of 1) have died with temporary accommodation indicated as a contributing factor to their vulnerability, ill health, or death. Of the 3,303 stillbirths and neonatal deaths recorded in 2024, in 91 cases the mother was experiencing homelessness or living in temporary accommodation during their pregnancy. Given its findings, the report outlines a range of recommendations for central and local government, including applying the Decent Homes Standard to temporary accommodation, reducing out-of-area placements, and prioritising pregnant women for appropriate housing.

Regulator of Social Housing (RSH)

- h. The Regulator of Social Housing (RSH) has announced the immediate appointment of Jonathan Walters as its new Chief Executive. He previously served as Deputy Chief Executive and Director of Strategy within the organisation and its predecessor bodies.

Housing Ombudsman

- i. The Housing Ombudsman published its Business Plan for 2026 to 2027, setting out plans to increase landlord fees and prioritise the stabilisation of rising complaint volumes. The Plan confirms that the annual membership fee charged to landlords will rise from £8.03 in 2025-2026 to £9.64 in 2026-2027, reflecting ongoing growth in complaint volumes and the need to ensure the organisation remains financially sustainable. The Ombudsman states that the increase will be introduced through a phased approach following feedback from the sector.
- j. Complaints from non-tenants about how councils manage social housing, will now sit under the extended remit of the Local Government and Social Care Ombudsman under the Renters' Rights Act 2025. The change addresses a previous gap where individuals affected by council housing services, but not living within council housing, had no route to escalate concerns beyond local complaints processes. Complaints from tenants about their social landlord, including where that landlord is a council, will continue to be managed by the Housing Ombudsman. The change came into force on the 1 May 2026.

Research and Campaigns

- k. The Chartered Institute of Housing (CIH) has published the UK Housing Review 2026. The report highlights:
- Right to Buy (RtB) is the central driver of long-term structural change in the housing system, with much of the £62 billion in receipts generated not being reinvested into replacement homes. This has contributed to a reduction in total social housing stock from 6.8 million homes in 1981 to 5.2 million in 2023.
 - Over the same period, the proportion of households living in social housing has fallen from 31% to 17%.
 - 40% of homes sold through RtB now operate as private rented stock, often at higher rents than social housing levels, contributing to increased housing benefit expenditure and additional financial pressure on households.
 - Private rents are now at their highest recorded level as a share of earnings, at 36.1%.
 - Lettings to new social tenants have fallen by around a quarter in England, Wales, and Northern Ireland since 2014-15, reducing the capacity of the sector to respond to housing need and contributing to the rise in homelessness.
 - Constraints on councils, including the absence of direct subsidy, has contributed to the loss of council housing stock. This has been exacerbated over competing demands on social landlords, including investment in existing stock to meet safety, quality, and decarbonisation requirements.

The Review also highlights broader housing system challenges affecting social housing tenants and applicants. These include rising use of temporary accommodation, increasing levels of homelessness, and persistent issues with housing quality, including damp, mould, and energy inefficiency. Overcrowding is also increasing across both social and private rented sectors, while housing affordability and insecurity are linked to wider health and wellbeing outcomes.

- I. The latest performance data report from Housemark has shown a considerable rise in the number of emergency hazards being reported by social landlords. The data shows a median of 35.8 emergency hazard reports per 1,000 homes in February 2026 (compared to a median average of just 6.3 in January 2026) and the mean average of emergency hazards per 1,000 homes also increased to 48.9 (compared to 47.3). The report concluded that the increase is not being driven by a sudden deterioration in housing conditions but is more likely a result of landlords improving their reporting processes following the introduction of Awaab's Law in October 2025. The data also reveals that social landlords are maintaining a strong performance when handling hazards, with 96.3% resolved within 24 hours. However, a wider performance gap between operators persists, with some landlords reporting success rates as low as 25%.

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