

Nottingham City Council Housing Services

Exceptions Overall Balanced Scorecard Report - June 2025

Ref.	Performance indicator	Resp. Person	Current Target	Jun-25
HIM6	Rent collection (YTD figure)	RH	100.0%	97.92%

The in-year collection achieved for June is 97.92%, which is an increase from the same point last year of 0.05%. As this is a cumulative figure, we will look to improve this month on month and we are confident we will achieve target.

Sick	Ave sick days per employee (rolling 12 months)	ML	10.2	13.38
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Absence remains a key focus for the HR team at NCC HS. The most common cause of long-term absence is mental health issues, such as stress and depression. The team collaborates with the Wellbeing Lead and uses the Employee Assistance Programme (EAP) to provide support. Support and signposting are provided in all cases. Despite these challenges, overall absence levels have improved over the past year, with continued efforts to meet the target of 10.2.

We continue to address all cases of absence and we have managed to exit some of our longest absentees. We have a number of people who are either in a Stage 3 review process, have a Stage 3 in the diary or Stage 3's which are soon to be arranged. Please see breakdown below:

TBA – 2

In review period – 2

Scheduled – 1

R1	Responsive Repair appointments kept	DS	97.00%	94.81%
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Performance has declined from 96.47% to 94.81% (a drop of 1.66 percentage points). Further analysis is ongoing with operational teams to understand the failures. The upcoming Total Mobile system rollout in August is expected to enhance performance tracking through features like jeopardy reporting and dashboards, helping Planning teams identify jobs at risk of missing targets.

TP02	Satisfaction with Repairs	DS	75.0%	66.0%
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Although performance has dipped at the Q1 survey, repairs performance is gradually improving, the most recent performance data demonstrates that category 1 repairs (Emergencies) are being attended on average within 1.01 days against a target of 1 day, it should also be noted that emergency (Category 1) repairs represented 34.97% of all repairs raised during the monitoring period. 86.4 % of all urgent (Category 2) repairs were also completed on time, during the current reporting period it is reported that the average days to attend a Category 2 repair was 23.2 days against a target of 28 days. In a similar vein 96.9% of Category 3 repairs (Planned) were also completed on time. The transactional Bright Navigator survey indicates general satisfaction with the repairs service at 85%, this level of performance has been consistent for previous six months. The difference between the Tenant Satisfaction Measures (TSM) perception survey and the transactional survey is that those responding to the transaction survey actually received a service from the repairs team whilst those responding to the TSM might not have.

R5COM (local)	Ave days to complete Responsive repairs	DS	28	29.22
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Performance has improved from 33.48 days to complete a responsive repair to 29.22 days – a reduction of 4.26 days and can be attributed to increased resources and therefore more diary space. In addition to this we continue to ask operatives to stay on site to complete repairs, where we can complete the repair required. However, Planned (Priority 3) repairs are included in calculation and have a higher target than the overall 28 days; therefore, Departmental Leadership Team (DLT) are requested to discuss the target-setting for the Overall target together with those for Priority 1 (emergency), Priority 2, (non-emergency) and Priority 3 (planned repairs) which will assist with creating more capacity. Also, there are an additional cohort of trades to be recruited, to further increase capacity.

RP02(2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	DS	100.0%	85.47%
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Performance continues to fall below the 100% target with June seeing a further 0.51% decrease. Analysis is underway to understand the failures, which include jobs where follow-on work was booked without updating the order's priority or target date (in such cases a further works order should be raised with a revised priority). Additionally, an increase in system failures within the NEC database has impacted performance. The IT team is aware and the transition to the Total Mobile platform in July/August is expected to resolve these system-related issues.

Ref.	Performance indicator	Resp. Person	Current Target	Jun-25
TEM4	Rent Loss due to Voids	DS	1.80%	2.35%
<p>Voids rental loss has increased minimally by 0.01% this month due to the number of lettable properties within the system. The number of properties awaiting survey remains low, since the the bulk of properties awaiting survey were passed to United Living for works, we have been able to continue this trend and properties awaiting survey has remained near zero. We continue to engage with United Living and they have now increased their capacity to carry out works. A firm commitment of 4 properties a week is now assured. This is being monitored closely and weekly meetings continue to take place to discuss performance. Following on from last month's commentary the successful recruitment has taken place with one of the applicants starting a month earlier than planned. Works are taking place at the moment to update properties in the NEC recordng database, so that there status is more accurately captured, this will help direct resource going forward. We continue to engage with contractors to support the service where there is an ongoing procurement activity taking place.</p>				
TP09	Satisfaction with Complaint handling	PS	60.0%	32.0%
<p>An outbound calling programme commenced in July where all 130 tenants who expressed dissatisfaction with the way their complaint was handled when surveyed are being contacted by our Customer Service Centre Supervisor. These calls seek to gather a fuller understanding of exactly what has drive the dissatisfaction, and early indications are, as predicted, that in the vast majority of instances there was no formal complaint raised, meaning that this is actually dissatisfaction with service requests not being met adequately. Any outstanding issues that are still live when the outbound call is made are being resolved, and once the calls are complete there will be a report compiled articulating where the key issues are that continue to drive the majority of dissatisfaction. This report will be shared amongst the relevant AD's who can determine appropriate activity in their areas of responsibility and any cross-departmental collaboration requirements.</p>				
ALL ART	Ave Re-let time for all properties (GN & SLD) - Year to date	DS	45.00	TBC
Awaiting data/comments				
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	ML	70.0%	51.0%
<p>In June, tenant satisfaction with our ability to listen and act fell by 1 percentage point to 51%, below the current 70% target - a new target of 53% is being taken to Housing Services Leadership for discussion and then onto the various scrutiny boards for approval.</p> <p>Housing Services continues to prioritise tenant voice through a range of engagement activities. Notably, the Staff Conference 2025 in July showcased tenant involvement, with Housing Assurance Board (HAB) members presenting to over 1,000 staff, receiving strong positive feedback. Also in July, the Your Voice Matters Tenant Conference received excellent responses from attendees, who valued the opportunity to be heard and called for more such events. Feedback is being actively reviewed, with updates and an action log to be shared with the HAB.</p> <p>Ongoing consultations on service standards and strategy development—such as the Tenant Engagement and Influence Strategy and Grounds Maintenance Scrutiny—demonstrate a commitment to inclusive and responsive service design.</p>				
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	KS	70.0%	58.0%
<p>Q1 results shows a slight dip in performance with satisfaction of 58%. Work is underway to review delivery of the Grounds Maintenance service in conjunction with a Tenant Scrutiny Review. Highrise surveys have been programmed in for the year with Victoria Centre recently surveyed and 75% of residents who responded satisfied with the service provided by the caretaking team.</p>				
TP11	Satisfied that the landlord makes a positive contribution to the neighbourhood	KS	70.0%	61.0%
<p>An Estate Management Assistant role has now been fully recruited to; There is a regular programme of street inspections in place and appropriate actions taken to resolve the issues identified. This has led to an increase in Untidy Garden enforcement. We are liaising with the NCC Clean and Green team and reviewing options to remove bulky waste.</p>				
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	KS	66% (25/26) TBC (26/27)	60.0%
<p>During Q1 60% of the respondents were satisfied with the approach to handling ASB, which is slightly below the 66% target.</p> <p>We received limited feedback regarding tenants' dissatisfaction with our approach to addressing anti-social behaviour (ASB), as there is no specific comment field for this question. However, we will review feedback from other questions to identify any indicators of dissatisfaction related to ASB.</p> <p>Of those surveyed, not all respondents will have had contact with Housing Services to report ASB, and respondents' perceptions will be influenced by various factors, including some outside the direct control of Housing Services. We will continue to work in partnership with the wider Council and Police to tackle ASB in our neighbourhoods using the full range of tools and powers available. We will continue to be an active partner in neighbourhood days of action and the monthly multi-agency strategic and operational problem-solving model. We will continue to work with the tenant-led Housing Services ASB service improvement group to identify and deliver service improvements.</p> <p>In Q1, Housing Services supported National ASB Awareness Week through a targeted communications campaign promoting ASB reporting routes, accessible services, and Victim Care. The Tenancy and Estate Management Team discussed ways to improve perceptions of ASB handling, while community engagement events in Crabtree, Victoria Centre, and Sneinton provided opportunities for residents to raise concerns and get involved. Best practice was shared with Housing Patch Managers, including guidance from ASB Help on victim-focused language. Staff also attended Resolve and Chartered Institute of Housing (CIH) ASB Network events to stay informed on sector developments.</p>				

Ref.	Performance indicator	Resp. Person	Current Target	Jun-25
TP01	Overall satisfaction	PS	64% (25/26) 68% (26/27)	61.0%
<p>1% decrease compared to Q4 24/25 showing continued signs of stability with overall satisfaction in 3 of the last 4 quarters which should be looked at from a perceptual context as a positive.</p> <p>Previous survey reports have confirmed that Overall Satisfaction isn't always a barometer of all underpinning satisfaction scores, confirmed by recent higher levels of satisfaction with Repairs, suggested to be a major contributor to overall satisfaction.</p> <p>The advent and recent implementation of the Total Mobile repair raising and dynamic scheduling functionality should in time further enhance the Repairs specific performance and we will need to see if Overall Satisfaction follows any upward performance trend.</p> <p>A key area of opportunity for our division is to get into the habit of sharing much more consistently the positive change being implemented as a result of what we are hearing.</p> <p>A consistent stream of positive updates via our website, newsletters, Councillor Bulletins, word of mouth on the estates can only help generate the uplift in perception that our tenants & residents have about us and the services we deliver.</p> <p>NCC Housing Services' performance for TP01 places us in the lower quartile of the Regulator of Social Housing's 2023/24 Headline Report (published November 2024), with a satisfaction score 26 percentage points below the our locally set target of 85%. In light of this, and based on benchmarking data from the RSH report, Leadership has proposed a phased target to move towards the sector median of 68%. The revised targets, which have received formal approval are:</p> <p>2025/26: 64% and 2026/27: 68%</p> <p>This approach reflects a more realistic and evidence-based trajectory for improvement while maintaining ambition.</p>				
BS01-NCC	% Domestic properties with valid Landlords Gas Safety Certificate (LGSR)	DS	100.0%	99.04%
<p>217 properties identified as non-compliant.</p> <p>A dedicated administrative resource is making daily contact attempts to gain access.</p> <p>Engineers remain on standby, ready to respond immediately once access is granted.</p> <p>All non-compliant properties, along with details of access attempts, have been referred to the NCC legal team, who are preparing to pursue court injunctions where necessary.</p> <p>Letters Before Action (LBAs):</p> <ul style="list-style-type: none"> - 262 LBAs sent out in total - 143 LBAs remain live, with ongoing engagement - 119 properties (45%) have granted access following receipt of the LBA <p>Thanks to these efforts, we have achieved 100% compliance for all properties where access has been granted, ensuring all servicing duties are fully met.</p> <p>While overall access rates remain below target, our performance rating remains Green for Regulation 39 compliance, reflecting that all obligations are fulfilled for properties with granted access.</p> <p>NOTE: A Central Access Team, is being established to manage properties with difficult access. We cannot progress to the injunction stage until this team is operational. The delay is due to recruitment challenges — a Dedicated Decision Making (DDM) and an Equality Impact Assessment (EIA) were submitted on 16 June and are still awaiting a response.</p>				
EICR001-NCC	Dwellings with a satisfactory Electrical Installation Condition Report (EICR) in last five years (with C1 and C2 completed)	SS	100.0%	99.54%
<p>Currently, 9 properties are over target in the program, and an additional 17 void properties require updates to meet the actual test date. Out of 116 over-target properties, 85 are awaiting support from the access team once implemented. The Electrical Installation Condition Report (EICR) team has exhausted all standard access methods and is continuing efforts to gain entry.</p> <p>A data cleansing exercise is ongoing, focused on identifying and correcting any inconsistencies and correcting. The full implementation of the C365 compliance software is anticipated to enhance visibility and coordination across all delivery teams.</p>				
C6 (FIRE006c-NCC)	Overdue Low Risk Fire Risk Assessments Actions	SS/DS	0	15
<p>Following May's slight rise, the first increase since July 2024, we have been able to reduce the actions in June by working closely with our contractors. This partnership arrangement has seen significant improvement in the last year with 483 outstanding actions recorded in July 2024 down to 15 in June 2025 - a reduction of 96.9%.</p>				

Ref.	Performance Indicator	Resp. Person	Current Target	Jun-25
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	PS	85.0%	N/A
<p>74% satisfaction in Q1 25/26 maintains this measure as the highest of all our satisfaction measures, and suggests our tenants and residents feel we keep them up to date on the things that matter to them. It is interesting, having said that, that in spite of this high score we receive a lot of feedback that tells us we are not very good at communicating. This can only be feedback specific to what is going wrong when tenants are passed from pillar to post without getting the updates they require, whether that be in their homes when we attend but aren't able to complete work, when they call into the CSC and the CSA needs to forward the query to another person/department. We need to be much more effective as an organisation at taking ownership of this feedback and work quickly to close the gaps.</p>				
TP08	Agreement that the landlord treats tenants fairly and with respect	PS	85.0%	73.0%
<p>Whilst the satisfaction score in this area has stabilised we need to understand the barriers to performing better. The equitable outcome analysis that is currently underway, starting with a deeper understanding of what complaints data is telling us, allied with the brand new implementation of outbound calling dissatisfied tenants from Q1 25/26 surveys to collate more specific feedback should help to identify exactly where we are not doing a great job/ergo, our opportunities to be better.</p>				
CH02-NCC	Stage 1 complaints responded to within the timescale	PS	99.0%	95.9%
<p>Across most areas of the business, performance for June reached (or stayed at) 100%. The overall performance figure failing to reach 100% comes from a single team, Garden Assistance, who have already been advised of the performance issues, with steps being undertaken to remedy it as we move forward. Outside of this one small problem, all areas continue to perform to an exceptional level and continue to demonstrate a strong focus on efficient and effective complaint handling. It is worth noting that Responsive Repairs have not had a single over-target complaint in over a year.</p>				
NM01.1-NCC	Anti-social behaviour cases relative to the size of the landlord (Cases per 1,000 properties)	KS	27.0	28.8
<p>The number of recorded anti-social behaviour (ASB) cases reflects our efforts to promote reporting of ASB incidents. By positively promoting the ASB service, we encourage more tenants to report ASB. Training and case supervision emphasise the importance of utilising the ASB case management system to document ASB casework accurately, ensuring that the data accurately represents service demand. It is important to recognise that The total number of ASB cases in isolation is not intended as an indicator of relative landlord performance. Case numbers are likely to be driven by a number of factors outside landlord control, as well as how effective landlords and agencies are in addressing ASB over time.</p>				
TP03	Satisfaction with time taken to complete recent repair	DS	75.0%	57.0%
<p>Whilst waiting times for repairs is beginning to reduce as demonstrated by TP02 (Satisfaction with Repairs), it is accepted that historically repairs took longer than target. At the recent tenant conference we had positive feedback that indicated that when we attend, satisfaction with repairs was high; however, on the flipside there was criticism with regard to time taken to attend, particularly when having to return to complete follow-on work. Phase 1 one of TotalMobile, the new repairs scheduling and reporting system went live 23rd July 2025, once fully implemented there will be a facility to make appointments on site by the trade colleague to provide certainty to the tenant that follow-on work has already been scheduled and an appointment confirmed. As referred to in the previous reporting period, recruitment is ongoing and additional trade colleagues are now employed within the Repairs team which is assisting in driving down waiting times for repairs.</p>				
TP04	Satisfaction that the home is well maintained	SE	80.0%	66.0%
<p>Satisfaction with the condition and maintenance of homes has improved slightly this quarter, rising from 65% to 66%. This positive trend reflects our ongoing commitment to maintaining high standards across our housing stock. To support this, we have undertaken 12,758 new stock condition surveys, covering 52% of our properties. This programme is on track for completion by March 2025. The data collected is being uploaded into our NEC Asset Database, which will guide future investment decisions and help us target areas where improvements are most needed.</p> <p>Our current investment plan totals £218 million over the next four years, and we can report that 99.5% of our stock meets the Decent Homes Standard. In addition to this core investment programme, we are also developing cyclical area-based programmes to ensure long-term sustainability and quality.</p> <p>This KPI is closely linked to our voids lettable standard and planned works programmes, ensuring a joined-up approach to asset management and customer satisfaction.</p>				

Ref.	Performance indicator	Resp. Person	Current Target	Jun-25
TP05	Satisfaction that the home is safe	SS	87.0%	74.0%
<p>While the score reflects a broadly positive perception of home safety, tenant feedback and disrepair data highlight areas requiring focused improvement. The repairs service (TP02) scored 67.0% in Q4 2024/25, below both the Regulator median and NCC's internal target of 75.0%, with tenants frequently citing unresolved issues such as damp, mould, leaks, and unsafe electrics as reasons for feeling unsafe.</p> <p>Operationally, the average time to complete responsive repairs exceeded the target of 28 days in April and May, and emergency repairs were completed within target timescales in only 85.47% of cases, against a 100% target. These delays, particularly for safety-related repairs, are contributing to reduced confidence in the safety and reliability of the housing service. To strengthen TP05 performance, NCC must prioritise timely resolution of health-impacting repairs, restore emergency responsiveness, and improve communication and follow-up, ensuring tenants consistently experience their homes as safe and well-maintained.</p>				
TSMWIP-LEG	No. current live Disrepair cases awaiting settlement or closure	SS	To reduce	484
<p>In June, the number of unresolved live cases decreased by 90, thanks to the Disrepair and Legal teams closing cases with no contact for over three months. This initiative significantly reduced long-standing cases over 12 months old by 67. Cases with works in progress also decreased by 19. The Disrepair team received 42 new letters of claim, the lowest monthly number this year. We continue to triage new claims promptly, improving closure rates and reducing costs. A new contractor delivery program aims to complete all outstanding works over 12 months old to prevent second claims and breaches.</p>				
DM1	Total number of Live tenant reported Damp and Mould cases with remedial works outstanding	SS	To reduce	762
<p>In June, the total number of live tenant-reported Damp and Mould (D&M) remedial works decreased by 202 cases. Since March 10th, all tenant-reported D&M issues have been assigned to Lovells for completion. Housekeeping efforts identified approximately 77 duplicate cases, which were subsequently closed, contributing to the reduction in June; however, there has been an increase in D&M cases over 12 months, rising from 33 to 73. All these long-standing cases are currently managed by one contractor and project manager. Our Delivery Manager is working on developing a delivery program to address and complete these older cases as soon as possible.</p>				