



Tenant Board

27th May 2026 (took place 2nd June 2026)

Agenda

- ▶ Declarations of interest (1 mins)
- ▶ Action(s) from last meeting (2 mins)
- ▶ Asset Management Strategy (15 mins)
- ▶ Regulatory Compliance update (15 mins)
- ▶ Council Housing Assurance Report (15 mins)
- ▶ Tenant Satisfaction Measures 25/26 (10 mins)
- ▶ Tenant Engagement Annual Report comments (5 mins)
- ▶ Greater Places update (10 mins)
- ▶ Complaints Taskforce feedback (10 mins)
- ▶ Scrutiny update (10 mins)
- ▶ Any other business (5 mins)



Actions from last meeting



- ▶ Ensure that Tenant Board can liaise with the actual contractors doing the void works.
- ▶ Send abandonment procedure to Liz- GM sent information to Liz via email
- ▶ KL to share video of pre-meet.

Declaration of interest

► None





Asset Management Strategy

RIDGE

RIDGE

BUILT
ENVIRONMENT
CONSULTANCY

Babergh & Mid Suffolk District Councils: Asset Management Strategy

- Tenant Board
- Tuesday 2nd June 2026
- 18:00



**Babergh &
Mid Suffolk**
District Councils

WELCOME & INTRODUCTIONS



• **Dean Moran**

- Senior Associate (Property Consultancy)
- Ridge & Partners LLP



• **Caroline Tully**

- Associate (Property Consultancy)
- Ridge & Partners LLP

Asset Management Strategy: PURPOSE & OUTCOMES



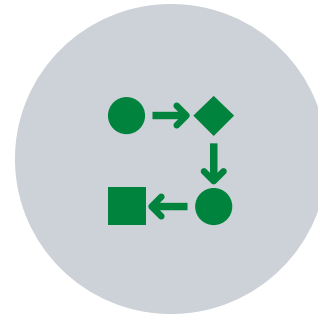
Understand what an Asset Management Strategy (AMS) is and **why it matters** to you.



The **six strategic themes** that will guide the strategy.



Key Outcomes from the Asset Management Strategy

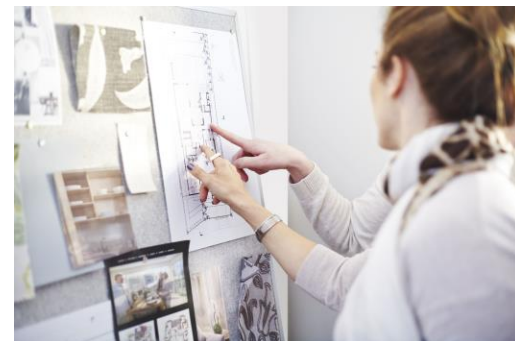


Begin the journey of working together to shape the future service for our **residents and communities**

What is the purpose of an Asset Management Strategy (AMS)?

- Our AMS sets out how we will manage, maintain and invest in homes in the long term, providing a clear framework to keep them safe, well maintained and fit for the future:
 - **Sets out our vision and outcomes** for the next five years
 - **Safety and compliance** – meeting all building safety and legal requirements
 - **Repairs and void works** – repairs and preparing empty homes for new tenants
 - **Planned Maintenance & Major improvement works** – replacing parts of the home such as roofs, windows and heating systems
 - **Sustainability** – improving energy efficiency, reducing carbon emissions and supporting healthier homes
 - **New homes and regeneration** – building and improving communities
 - **Strategic planning** – using data to invest in the right homes in the right places
 - **Balances** tenant needs, compliance and value for money

Ensuring all services work together & engage with tenants to deliver better outcomes



Why does an Asset Management Plan matter?

- The Asset Management Strategy acts as a Blueprint for how we will plan and deliver investment and maintenance in your Homes and Communities over the next 5 years and beyond, making them stronger, sustainable and fit for purpose
- **Better quality homes**
Keeps homes safe, well maintained, and fit to live in
- **Planned improvements**
Ensures upgrades (like kitchens, heating, windows) are scheduled—not delayed
- **Reliable repairs**
Fewer repeat issues through better planning and maintenance
- **Lower running costs**
Improves energy efficiency, helping reduce energy bills
- **Your voice matters**
Uses tenant feedback to shape priorities and investment decisions



What it means for you?

- A safe, well-maintained home and fit for purpose home
- Planned improvements setting out when upgrades happen (kitchens, bathrooms, heating, windows)
- Tenants are listened to and play an important role in future decisions
- More efficient and focused use of your rent towards improving homes and communities
- Better handling of issues like damp and mould
- Regular compliance checks to keep you safe in your home
- Move from reactive fixes to planned maintenance, reducing repeat issues
- Focus on long term improvement value, not quick fixes



Tenant Engagement Results

Throughout November\December 2025, this tenant group completed and approved a survey to be included in the My Home Bulletin.

This engagement exercise helped us to gauge the current feeling on how the Asset Management Service had worked previously and any underlying issues felt by previous ways of deciding and planning investment works to your Homes and Communities.

Thank you, this insight is invaluable and will help us structure the Asset Management Strategy.



Help us plan our home improvement programme – prize draw time!

The team who plan our programme of larger scale improvements such as kitchens, bathrooms and windows would like to hear tenants' opinions on their plans.

To give your views, it should only take about ten minutes to [complete this short survey](#) of nine questions. As a thank you for completing the survey, you will be entered into a prize draw with the chance to win a £25 shopping voucher of your choice.

Survey Results

Positive Headlines

- Strong tenant focus on safety and compliance as top priority
- Nearly half of tenants satisfied with their homes (47%)
- Repairs teams and frontline staff well regarded
- Clear demand for energy efficiency and warmer homes (opportunity for impact)
- Investment priorities well aligned to asset sustainability

Improvement Requests

- 1 in 3 tenants felt dissatisfied with their home condition
- 63% of tenants feel not involved in decisions
- Significant concerns around communication and transparency
- Perception of inconsistent investment across homes/estates
- Growing issues with ageing components (windows, insulation, damp, cold homes)

Core message: Tenants want better basic housing quality, clearer communication and a stronger voice in decisions



Other tenant feedback

Tenant Satisfaction Measure data for 25/26

- Perception survey asked throughout 25/26 indicates how satisfied tenants are that their home is well maintained and they feel safe.
- Scores are similar to those for 24/25.

Well Maintained Home	69%	72%
Safe Home	74%	79%

- Comments through the survey pick out the following themes:

Property Condition				
Asbestos	5	1.2%	-3.00	
Bathrooms			-	
General Condition	5	1.2%	-3.60	
Damp	32	7.7%	-3.48	
Decoration	5	1.2%	-3.33	
Energy Efficiency	1	0.2%	-5.00	
Flooring	9	2.2%	-3.89	
Heating	12	2.9%	-4.58	
Internal layout/space			-	
Kitchens	4	1.0%	-5.00	
Lighting	1	0.2%	-3.00	
Noise insulation			-	
Roofs & Gutters	10	2.4%	-4.00	
Window/doors	18	4.3%	-3.06	

Building Safety				
Door/window/gate security	3	0.7%	-5.00	
Fire safety	4	1.0%	-5.00	
Intercoms	0	0.0%	-	
Lifts	2	0.5%	-2.50	

Property Services				
Aids & Adaptations	0	0.0%	-	
Electrical Servicing	0	0.0%	-	
Gas Servicing	0	0.0%	-	
Planned Maintenance	8	1.9%	-5.00	
Responsive Repairs	185	44.6%	-3.12	
Sustainability	3	0.7%	-1.67	
Safety Inspections	1	0.2%	-5.00	

Stock Condition Data

The Councils have completed over 80% Stock Condition Surveys (Babergh: 5553, Mid Suffolk: 3377) to gain an independent position on the condition of its Homes. The programme is due to conclude and will offer valuable data and insights to help plan investment works from 2027 and beyond.

What the survey data tells us to date:

 What we know	 What needs improving	 What this means
Homes are getting older	Roofs, kitchens, bathrooms, windows	We will catch up on overdue repairs
Some work was not done regularly in the past	Heating systems & keeping homes warm	Homes will be safe, warm and well maintained
This has created a backlog of repairs	Outside areas (paths, fences, drainage)	Shared spaces and neighbourhoods will improve
Issues most visible in communal & sheltered housing	Communal areas & sheltered schemes	Investment will be more planned and consistent
We now have good data (80% surveyed)	Focus on core building elements	Improvements will be better targeted

Six themes identified to add as core guide for the AMS:

Safe, Compliant & Comfortable Homes

Warm, compliant homes meeting modern standards and well being, maintaining local character

Investing in Homes & Communities for the Future

Investing to future proof housing, communities, safety and long-term resilience

Resident Voice & Community Impact

Residents led services shaping housing, communities and decisions

Sustainability & Climate Resilience

Energy efficient homes supporting affordability, and climate resilience

Value for Money & Investment Efficiency

Value driven investment for sustainable, high impact housing decisions

Data, Systems & Digital Transformation

Integrate systems, improve data quality, smarter asset management

Next steps - continued tenant involvement

- How tenants will be involved
- Tenant voice will be included through Board discussions and decision-making
- We will continue to listen and reflect your priorities in our plans
- A tenant-friendly version of the strategy will be produced
- This will be shared with our Resident Readers Panel
- This is the start of the journey- tenants will be engaged with delivering the strategy
- Opportunity to shape services and investment for the future

Why this matters

The panel will give feedback on:

- Tone and language
- Clarity and understanding

This will help ensure the final version is:

- Easy to understand
- Relevant to tenants
- Reflects tenant views



Next Steps

- We will take the proposed approach and key principles to the next Board meeting
- Draft version of the Tenants AMS for review
- The Board will review and advise on the overall direction and feedback on content
- This will help ensure decisions are fair, transparent and focused on priorities

Any Questions?



Regulatory Compliance Action Plan

Lindsey Redgwell



Council Housing Assurance Report

Victoria Freer

Re-cap



- ▶ Council Housing Assurance Report (CHAR) is updated each quarter
- ▶ Presented at Senior Leadership Team, Tenant Board and Cabinet
- ▶ Provides an overview on our performance
- ▶ Helps tenants and members to hold us to account
- ▶ Targets included as well as commentary where under target

Status Symbol Key

-  Target Met
-  Warning (near not meeting target)
-  Alert (target not met)
-  Data only
-  Awaiting data

The headlines for this year...



- ▶ Repairs performance has **significantly improved** across both Babergh and Mid Suffolk.
- ▶ **Emergency repairs (our own operatives):** Almost **100% completed on time** all year.
- ▶ **Urgent & routine repairs:** Now **above target** after major improvements to how repairs are managed.
- ▶ The new job management system means repairs are being tracked more accurately and completed faster.
- ▶ Tenants should feel the difference — repairs are being done quicker and more reliably than earlier in the year.

Rent collection – very close to target



- ▶ Rent collection is **just below the 100% target**, but improving:
 - ▶ Babergh: **99.91%**
 - ▶ Mid Suffolk: **99.87%**

This shows strong performance despite the cost-of-living pressures many tenants face.

Health and Safety Compliance



► Safety & Compliance – strong performance

- Safety checks remain extremely high:
- **Gas, electric, fire, asbestos, water and lift checks** are all **99–100% compliant**.
- Smoke and CO detector compliance is now **above target** for both councils.

This means homes are being kept safe and legally compliant.

► Damp & Mould – fewer emergencies, but access issues

- Emergency damp & mould cases have **reduced** since last quarter.
- **100% of emergency cases** were inspected within 24 hours.
- Some delays happened because tenants couldn't provide access — around **23% in Babergh** and **13% in Mid Suffolk**.
- The councils are working to improve communication and support so appointments don't fail.

Decent Homes Standard – improving but still work to do



- ▶ Non-decent homes are **reducing steadily**:
 - ▶ Babergh: **10.2%**
 - ▶ Mid Suffolk: **12.65%**
- ▶ Finishing off our stock condition surveys, with the aim of having **100% of homes surveyed by end of June 2026**. This will help prioritise investment and reduce non-decency further.
- ▶ **Investment in homes – kitchens, bathrooms, windows, doors, roofing** Progress this year:
 - ▶ **Kitchens:** 168 completed
 - ▶ **Bathrooms:** 209 completed
 - ▶ **Windows & doors:** 312 completed
 - ▶ **Roofing:** 112 completed
 - ▶ Some delays were caused by contractor changes and tenant refusals (often older tenants not wanting disruption). New contracts and more staff capacity should improve delivery next year.
- ▶ **Disrepair claims – going down**
 - ▶ Live disrepair cases have dropped from **46 to 35** over the year — a positive trend

Tenant Satisfaction – gradual improvement



- ▶ Overall satisfaction is rising:
- ▶ Babergh: **72%**
- ▶ Mid Suffolk: **74%**
- ▶ Repairs satisfaction has also improved, reflecting better performance.

In summary:



- ▶ Repairs are now being completed much faster and more reliably.
- ▶ Safety checks across all areas remain extremely strong.
- ▶ Damp & mould emergencies are dealt with quickly, but access issues slow things down.
- ▶ Investment in homes is ongoing, with more improvements planned for 2026/27.
- ▶ Tenant satisfaction is improving



Tenant Satisfaction Measures 2025-2026

Victoria Freer

TSM 25/26 – what the data is telling us

Tenant Board update – May 2026

Vicky Freer

Tenant Insight and Improvement Manager

Purpose:

To present the TSM data for 25/26 and comparisons against 24/25 data

To assure Board of progress made in perception and management areas across the service

To set out next steps for 26/27

What the arrows mean...

Arrows indicate the direction of travel i.e. performance has improved



Satisfaction/data has improved



Satisfaction/data has reduced but in a positive way i.e. less non-decent homes now than last year



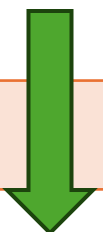
Satisfaction/data has remained the same

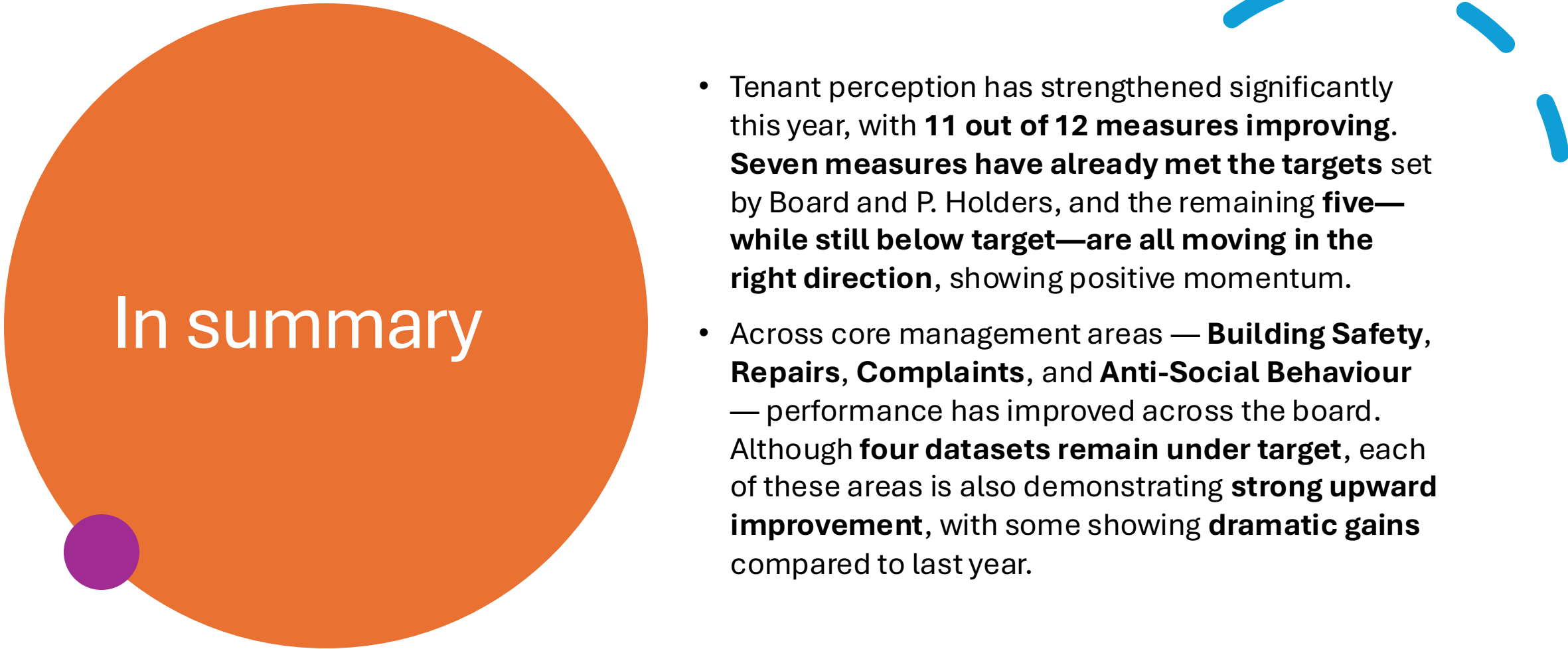


Drop in satisfaction

Babergh Tenant Satisfaction Measure data

Tenant perception	2024/2025	2025/2026	Direction	Target
Overall satisfaction	63%	69%		70.7%
Satisfaction with repairs	64%	70%		72.7%
Satisfaction with time taken to complete most recent repair	57%	66%		68%
Satisfaction that home is well maintained	60%	69%		69.6%
Satisfaction that home is safe	71%	74%		75.1%
Satisfaction that we listen to views and act	48%	53%		57.7%
Satisfaction with kept informed	66%	71%		68.5%
Satisfaction treated fairly and with respect	70%	74%		73%
Satisfaction with complaint handling	30%	34%		33.6%
Satisfaction with communal areas	58%	64%		63.8%
Satisfaction with positive contribution to neighbourhood	52%	62%		58.8%
Satisfaction with approach to handling ASB	58%	58%		58.5%

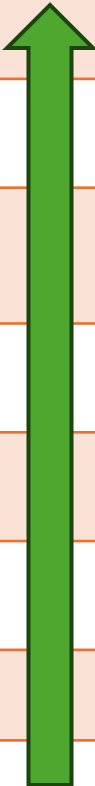
Our housing management data	2024/2025	2025/2026	Direction	Target
Gas safety checks	99.8%	99.9%		100%
Fire risk assessments	100%	100%		100%
Asbestos management surveys	100%	100%		100%
Legionella risk assessments	100%	100%		100%
Communal passenger lift safety checks	100%	100%		100%
Number of anti-social behaviour cases opened per 1,000 homes	30.9	28.5		N/A
Number of anti-social behaviour cases that involve hate incidents per 1,000 homes	2	0.3		N/A
Proportion of homes that do not meet the Decent Homes Standard	16%	10.2%		1%
Proportion of non-emergency repairs completed in time	47.5%	76.67%		80%
Proportion of emergency repairs completed in time	78.9%	91.87%		95%
Number of stage 1 complaints received per 1,000 homes	93.1	81.31		N/A
Number of stage 2 complaints received per 1,000 homes	14	10.95		N/A
Proportion of stage 1 complaints responded in time	56.1%	90.42%		85%
Proportion of stage 2 complaints responded in time	85.7%	96.29%		85%

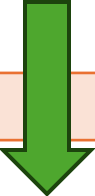


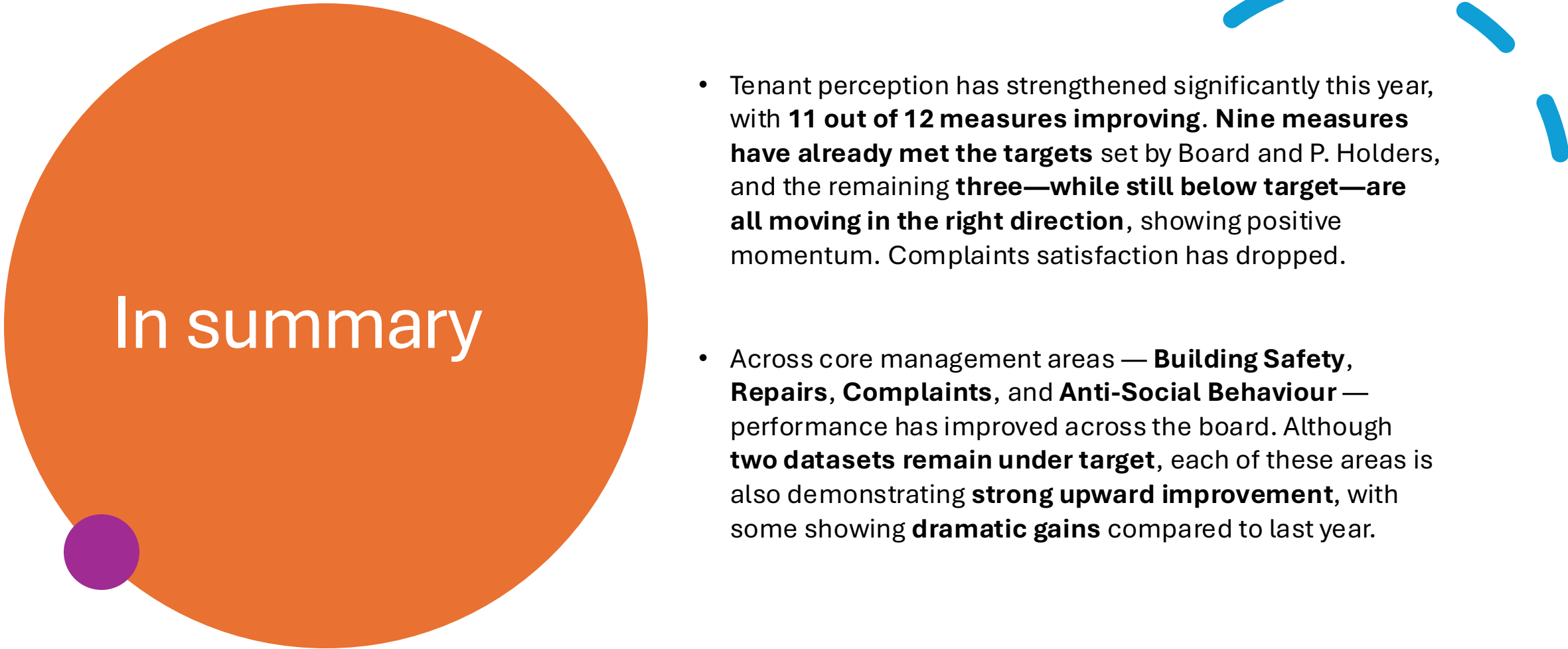
In summary

- Tenant perception has strengthened significantly this year, with **11 out of 12 measures improving**. **Seven measures have already met the targets** set by Board and P. Holders, and the remaining **five—while still below target—are all moving in the right direction**, showing positive momentum.
- Across core management areas — **Building Safety, Repairs, Complaints, and Anti-Social Behaviour** — performance has improved across the board. Although **four datasets remain under target**, each of these areas is also demonstrating **strong upward improvement**, with some showing **dramatic gains** compared to last year.

Mid Suffolk Tenant Satisfaction Measure data

Tenant perception	2024/2025	2025/2026	Direction	Target
Overall satisfaction	66%	70.8%		70.7%
Satisfaction with repairs	65.2%	72.5%		72.7%
Satisfaction with time taken to complete most recent repair	52.7%	65.7%		68%
Satisfaction that home is well maintained	66.9%	72.5%		69.6%
Satisfaction that home is safe	76.9%	79.3%		75.1%
Satisfaction that we listen to views and act	54.7%	57.9%		57.7%
Satisfaction with kept informed	68.4%	73.5%		68.5%
Satisfaction treated fairly and with respect	73.8%	76.6%		73%
Satisfaction with complaint handling	34.8%	31.9%		33.6%
Satisfaction with communal areas	68.2%	80.4%		63.8%
Satisfaction with positive contribution to neighbourhood	55.7%	61%		58.8%
Satisfaction with approach to handling ASB	56.8%	60.8%		58.5%

Our housing management data	2024/2025	2025/2026	Direction	Target
Gas safety checks	99.6%	100%		100%
Fire risk assessments	100%	100%		100%
Asbestos management surveys	100%	100%		100%
Legionella risk assessments	100%	100%		100%
Communal passenger lift safety checks	100%	100%		100%
Number of anti-social behaviour cases opened per 1,000 homes	41.8	28.54		N/A
Number of anti-social behaviour cases that involve hate incidents per 1,000 homes	1.7	0.29		N/A
Proportion of homes that do not meet the Decent Homes Standard	15.4%	12.65%		1%
Proportion of non-emergency repairs completed in time	46.5%	82.50%		80%
Proportion of emergency repairs completed in time	72.1%	91.11%		95%
Number of stage 1 complaints received per 1,000 homes	77.2	71.72		N/A
Number of stage 2 complaints received per 1,000 homes	10.6	10.28		N/A
Proportion of stage 1 complaints responded in time	56.3%	88.52%		85%
Proportion of stage 2 complaints responded in time	88.9%	96.15%		85%



In summary

- Tenant perception has strengthened significantly this year, with **11 out of 12 measures improving**. **Nine measures have already met the targets** set by Board and P. Holders, and the remaining **three—while still below target—are all moving in the right direction**, showing positive momentum. Complaints satisfaction has dropped.
- Across core management areas — **Building Safety, Repairs, Complaints, and Anti-Social Behaviour** — performance has improved across the board. Although **two datasets remain under target**, each of these areas is also demonstrating **strong upward improvement**, with some showing **dramatic gains** compared to last year.

What next?

Data submitted to HouseMark as part of 'early bird' reporting

TSM data submitted to Regulator of Social Housing – end of June

- Publish results on website and in My Home Bulletin for tenants to see

TSM target workshop with Tenant Board and Portfolio Holders – to be arranged for mid-July

Deep-dive on the data – communal areas / complaints

EDI data – monitoring of satisfaction



Tenant Engagement Annual Report

Kerry Lecomber



Greater Places Scheme

Kerry Lecomber

Greater Places 2025/2026

Improvement projects to council owned housing land.

Large Scale Projects completed this year- Multiple elements, usually over £25k

Following procurement guidelines

- ▶ Gainsborough Road, Stowmarket
- ▶ Blackfriars, Sudbury
- ▶ Gayford Court, Hadleigh
- ▶ Rede Way, Great Cornard



In 25/26, we finished the following projects



- ▶ New seating area at Gayford Court, Hadleigh.
- ▶ New bin stores, rotary lines and bike racks at Gainsborough Road, Stowmarket.
- ▶ Vegetation clearance on estates to reduce ASB and improve sight line in Rede Way, Great Cornard.
- ▶ Area restoration in Blackfriars, Sudbury which includes rotary lines, new path, new bins and signage.
- ▶ Benches, shed, planters and greenhouse for the residents at Partridge Court, Stowmarket.
- ▶ Improved and safer bin store area for Playford Court, Sudbury.
- ▶ Fence at Newel Court, Hadleigh, for safety.
- ▶ Benches and new path to muster point at St Peters Close, Claydon.
- ▶ White lining for parking completed across 14 sites.

In 25/26, we finished the following projects

- ▶ Samford Close - Knee Rail to prevent parking on the grass
- ▶ New paved area and rotary lines in Meadows Close
- ▶ Fairfield Hill, communal area restoration
- ▶ Water butts for Hurstlea Court
- ▶ Installed a parking bollard in Cavendish Way/ Minden Road car park
- ▶ Garden regeneration and repair planters at Manns Court, Elmswell
- ▶ Vegetation clearance at the back of Parkers Way



Project costs



- ▶ All completed projects in 25/26 total £247,481
- ▶ Some of these may have been costed in previous budgets
- ▶ So far, we have committed to spend £120,245
- ▶ Sandringham Court in Sudbury full regeneration- £66,754 included within this

Sandringham Ct, Sudbury - Regeneration	£66,754.80
Harwood Place, Lavenham- Play park	£16,712.50
St Peters Ct, Claydon - Cycle Hoops	£357.75
Playford Ct, Sudbury - Paving	£4,452.05
New St Close, Stradbroke - Knee Rail / Parking	£9,531.25
Horsepond Close, Needham Mkt - Space Marking	£612.50
First Avenue, Sudbury - Stair Wells	£7,670.00
Grimwood Corner, Sudbury - new drying area	£5,788.50
Partridge Ct, Stowmarket - rotary lines and paving	£3,087.50
Timperley,s Hintlesham- Lighting and resurfacing	Out for quotation currently
Beattie Rd, Sudbury - Communal planter and plants	£5,279.04





Complaints Taskforce Feedback

Paula Warren



Scrutiny Update

Kerry Lecomber

Voids scrutiny MAY- JUNE



- ▶ Getting the information - you need to know what we need to improve!
- ▶ A survey of tenants who moved into their properties in the past year. This will include a voluntary section on the tenant's customer journey which will enable us to map a selection of these.
- ▶ A short survey of tenants who have moved out of one of our properties about the process.
- ▶ Site visits both to recently handed back properties and those we are about to let.
- ▶ Customer Journey Maps to outline the experience from the Tenancy Management side.
- ▶ Voids lettable standard to be reviewed and understood.
- ▶ In person discussions with tenants can take place on either an ad hoc or surgery-based basis.
- ▶ This will run during May and June 2026.

Dates for Voids Sessions



Babergh

- ▶ Wednesday 3rd @ 10:30am
- ▶ 6 Rectory Lane, Brantham, CO11 1PZ
- ▶ 42 Kingsland, Shotley IP9 1NB

Mid Suffolk

- ▶ Thursday 4th June @ 2pm
- ▶ 98 St Edmunds Road, Stowmarket, IP14 1LY
- ▶ 15 Ash Drive, Eye IP23 7DA

24th June 2026



- ▶ Tenant Board will relay what they found from site visits and reviewing the Voids Lettable Standard.
- ▶ Georgia and Kerry to share results from surveys before the June meeting
- ▶ In the June meeting, we will use this evidence to understand what scrutiny works needs to take place to improve the service.
 - ▶ *e.g. if the site visits are not reflective of the lettable standard, you could look to scrutinise the management of voids works.*

July- September

- ▶ Scrutiny project is underway (e.g. workshops, further surveys)
- ▶ Recommendations on improvements are decided on
- ▶ Recommendations reviewed by managers and added to an action plan



October onwards



- ▶ Scrutiny is reviewed by Overview and Scrutiny Committee
- ▶ Recommendations start to be accomplished
- ▶ Tenant Board continues to review action plan

New Lettings Survey



- ▶ New lettings survey - 57 people who did not complete a new lettings survey when they moved in. They have been tenants since February.
- ▶ We will also be analysing and presenting core themes from the transactional New lettings survey that is completed by Acuity.
- ▶ Both will be presented at the next Board in June.

Volunteers



- ▶ Georgia and Kerry will discuss the voids survey results next session
- ▶ We have volunteers to go on site visits this week and report back at the June meeting
- ▶ Videos of the site visits and conversations with contractors will be shared with all Board members to keep you all fully informed
- ▶ Volunteers to read the lettable standard policy and compare with other Social landlords' policies

Any other business



- ▶ 24th June 10am- Regulator Focus Group
- ▶ Staff recruitment update
- ▶ As requested, we will be inviting Nathan Suley to Board in the Summer to explain more about how the team investigate Tenancy Fraud
- ▶ **Date of next meeting: 24 June – 6pm – ONLINE.**