



HOUSING PERFORMANCE REPORT

2025-26 Year End

Sam Scharf – Communities Director

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Introduction

This report gives an update on how Cambridge's Housing Service performed in 2025-26.

The report includes the 2025/26 headline data we are submitting to Government (currently in draft form as it has yet to be audited), for our Tenant Satisfaction Measures; a combination of management information and tenant perception results from the 2025/26 survey. A more detailed report will be presented to HAB in September, including any actions proposed in response to these results.

Progress is reported every three months at Housing Leadership Board to make sure homes are safe, services are running smoothly, and residents are getting the support they need.

In December 2025, the Council introduced a new tool called the **Performance Management Framework (PMF)**. Considered a 'big-picture dashboard', the PMF helps the council:

- Connect the long-term vision to what happens day-to-day
- Keep improving services
- Be open and accountable
- Make decisions based on facts, not guesswork

The PMF gives councillors a high-level view at Cabinet, but this report dives deeper. It shows the details behind the numbers so the Housing Advisory Board can see what's working well and where we need to improve.

We look at three main areas:

- **Efficiency** – how well we manage things like rent collection and repairs
- **Safety** – making sure homes meet all legal standards
- **Resident feedback** – what tenants are telling us about their experience

Cambridge also submits data and compares its performance with similar councils through Housemark; a national benchmarking group. This helps us set realistic targets and learn from others who are doing better or saving money.

Our targets are based on past performance, comparisons with other councils, and the resources we need to keep improving.

Tenant Satisfaction Measures 2025/26 (draft)

Performance Measures

TSM	Description	2025/26 (draft)	2024/25
BS01	Proportion of homes for which all required gas safety checks have been carried out	100.0%	100.0%
BS02	Proportion of homes for which all required fire risk assessments have been carried out	100.0%	86.1%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100.0%	99.2%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out	100.0%	100.0%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100.0%	94.2%
NM01 (1)	Number of anti-social behaviour cases opened per 1,000 homes	44.0	44.2
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.8	1.6
RP01	Proportion of homes that do not meet the Decent Homes Standard	0.3%	0.5%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	94.3%	92.4%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale	92.7%	94.8%
CH01 (1)	Number of stage one complaints received per 1,000 homes	26.3	36.8
CH01 (2)	Number of stage two complaints received per 1,000 homes	4.4	5.2
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	72.4%	82.2%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	64.7%	60.0%

Perception Measures

TSM	Description	2025/26	2024/25
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord	69%	73%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	79%	78%
TP03	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	72%	76%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained	69%	71%
TP05	Proportion of respondents who report that they are satisfied that their home is safe	73%	73%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	55%	56%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	64%	64%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect	70%	70%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	27%	28%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	64%	64%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	56%	57%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	49%	50%

Operational efficiencies

Ref	Description	Target	Qtr. 1	Qtr. 2	Qtr. 3	Year End	Current bench mark Quartile
I1	Rent collected from current and former tenants, as a % of the annual rent due (excluding arrears bought forward)	100.00	104.76	101.69	100.46	99.38	Q3
I2	Current tenant arrears as a % of the annual rent due	3.50	3.64	3.82	4.19	3.94	Q4
I3	Former tenant arrears as a % of the annual rent due	2.00	2.99	3.34	3.66	3.77	Q4
I4	Void loss as a % of rent due	N/A	4.16	4.21	2.93	3.07	Q4
I5	Leasehold service charge arrears (no payment plan in place)	<£50,000	£62,071	£48,581	£160,559	£73,147	NA
HH 1	Tenancy audits completed (% of overall stock)	10	1.62	2.2	2.3	3.1	NA

Manager's commentary:

I2 & I3 – Recovery activity has been reduced while the service focuses on resolving rent regulation issues. Although the team continues to engage with tenants who are in arrears, these indicators are expected to remain elevated until full enforcement activity resumes. New technology due to be introduced in 2026/27 will support earlier intervention and more proactive case management, enabling the team to focus capacity on tenants who need the most support.

I4 – This shows the total rent and service charge loss resulting from void properties. At year end, this amounted to £1.75 million. This includes properties set aside for redevelopment, bulk handovers of new-build properties awaiting letting, and homes undergoing energy-efficiency works. A new voids process was introduced in Quarter 1 of 2026/27 to help reduce these losses.

I5 – Actual charges were raised in October and totalled more than £1 million in 2025/26. Rising major works costs have resulted in some individual leaseholder charges being between £7,000 and £10,000. During the final quarter, progress was made in recovering outstanding balances from those not on payment plans, or agreeing payment plans where appropriate.

HH1 – Due to a significant increase in workload within the Tenancy Management Team during 2025/26, much of it increasingly complex, together with unplanned resource shortages, the number of tenancy audits completed was significantly reduced and the 10% target could not be achieved this year. Despite this, the team provided advice and support to 188 households during and following tenancy audits in 2025/26.

Housing Services performance report to Housing Advisory Board

Ref	Description	Target	Qtr. 1	Qtr. 2	Qtr. 3	Year End	Current benchmark Quartile
V1	Average re-let time in days (key-to-key)	35	43.4	46.9	47.5	56.2	Q3
V2	Average time in days to repair a void	20	33.4	31.6	30.6	37.7	Q3

Manager's commentary:

V1 – This indicator includes both the time taken to complete void repairs and the time taken to let the property. The repair element is covered below. Once keys were returned by the void repairs team, it took an average of 16 days to house a general needs tenant. The Lettings Team continues to review its processes to improve performance, reduce rent loss and shorten void times by advertising properties as early as possible with accurate information, shortlisting eligible applicants promptly and arranging viewings during void works where it is safe to do so.

For sheltered voids, the average repair time was 33.5 days and the average letting time was 21 days in 2025/26. Throughout the year, the Housing Support Team trialled improvements to the process for assessing sheltered applicants, including pre-assessments of applicants in Band A, who are more likely to be at the top of the shortlist. The team also experienced capacity pressures for much of the year due to sickness absence and a vacancy, both of which have now been resolved. Data showing the time between receipt of the shortlist and the offer being made indicates that these measures are having a positive effect. Going forward, the team will join the weekly lettings meeting to improve communication across services and help unblock issues affecting individual voids.

Repairs, Lettings and Housing Support teams are now working to the new voids' procedure introduced in May 2026, which sets out revised ways of working and agreed timescales.

V2 – The voids review and new processes now in place have been implemented to improve the voids performance going into next year.

Ref	Description	Target	Qtr. 1	Qtr. 2	Qtr. 3	Year End	Current benchmark Quartile
R1	Appointments kept as a % of appointments made	90	95.8	95.8	95.6	95.7	Q3
R2	% of repairs completed at first visit	85	76	75.6	77.2	78.4	N/A

Manager's commentary:

R1 – Work continues with the Work Planning Team and the Repairs Team Leaders to improve performance closer to 100%.

R2 – Although an improvement has been made in this quarter the Repair Team Leaders continue to meet with the Customer Service Centre and Work Planning Team to review repairs that could not be completed on a first-visit basis. These meetings continue to help identify the reasons for incomplete first-time fixes and have supported the improvement seen in the year end performance figures.

Health & Safety in council homes

Reporting and publishing data on our performance against the building safety Tenant Satisfaction Measures (management data) is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council as the landowner retains overall responsibility for health & safety.

Awaab's Law, which came into force on 31st October 2025, sets strict timescales for social landlords to investigate and address damp, condensation and mould (DCM) hazards in their properties.

Compliance as at 31/03/2026

Results have been provided in the *Tenant Satisfaction Measures – Performance measures* section in this report. The only area of compliance not currently reported to the Regulator via the TSM return is electrical safety; **% homes (domestic properties) with a satisfactory Electrical Installation Condition Report (EICR) up to five years old** – the result at year end for this measure was 97.8%.

The number of affected units change quarterly as properties are sold/demolished/added to stock.

The data includes properties run under the Management Companies.

Manager's commentary:

Since introducing Safety Culture, a digital system that helps manage inspections, risks and compliance activity, the Council has been able to monitor performance more effectively and respond more quickly when action is needed.

This has improved visibility of compliance information, increased flexibility in how the service manages its responsibilities, and strengthened the Council's ability to meet legal requirements across its housing stock.

As the system continues to be rolled out, it is expected to support better outcomes for residents by making services more efficient and easier to access. Over time, residents will be able to view key documents, see updated certification information and manage appointments more easily, which should help reduce missed visits, improve performance and support a more consistent compliance service.

The full report to Compliance Board in May can be found at Appendix A.

Description	Target	At end May 26	% installed	Notes
Smoke Alarms in place	7459	7124	95.5	<i>Properties due for redevelopment have been removed from the denominator</i>
CO Alarms in place	6850	6320	92.2	
Heat Detectors in place	7459	6681	89.5	
All Electric Properties (no gas)	N/A	710	N/A	

Manager’s commentary:

The new system is now tracking and reporting data in real time. This has improved visibility and accountability, giving the Council a clearer and more reliable understanding of its current position.

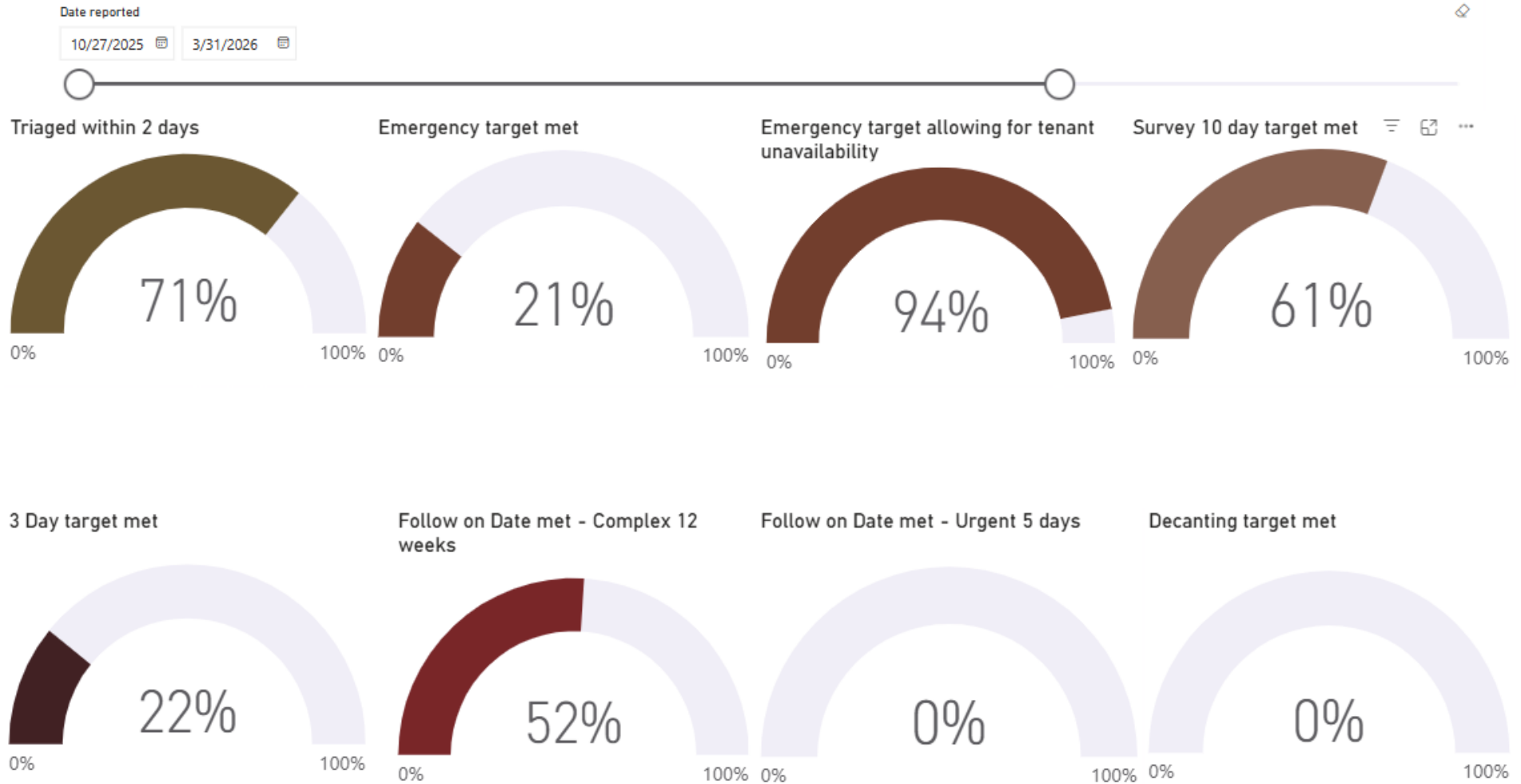
Damp, Condensation & mould - Awaab’s Law

Awaab’s Law came into force for social landlords in England on 27th October 2025 and introduced fixed legal timescales for responding to emergency hazards and damp and mould hazards that present a significant risk of harm. This means the service must now be able to evidence compliance from first report through to investigation, communication, interim safety action and full resolution. The scope of Awaab’s Law is expected to expand further in 2026 and 2027, so reporting arrangements are being designed with that wider compliance framework in mind.

A damp and mould live case is where damp and/or mould has been recorded in line with policy and investigations into or actions to tackle the cause of damp and/or mould are ongoing and yet to be resolved.

Damp, Condensation & Mould cases update as at 31/03/2026

Ref	Description	As at Year End	As a % of stock	Benchmark position	Notes
O9a	Number of damp and mould ‘live’ cases	296	3.84	Q1	



Note: These targets do not take into account anomalies to working days such as bank holidays

NB: Cases shown as “triaged within 2 days” include those assessed within the Council’s internal reporting window; under Awaab’s Law, emergency hazards must be investigated and made safe within 24 hours of the Council being made aware.

Manager's comments:

Whilst the service continues to prioritise compliance with the emergency response requirements under Awaab's Law, a proportion of cases are recorded as exceeding the 24-hour response timeframe due to tenant availability and access arrangements rather than contractor attendance capacity. This is particularly evident where tenants are unable to accommodate appointments within the statutory timeframe because of work, caring responsibilities, medical needs or other personal circumstances. Occasionally, additional support arrangements are also required, including the attendance of housing officers, social workers or support professionals to ensure visits can be undertaken safely and appropriately for vulnerable residents.

The implementation of Awaab's Law has also increased the number of internally generated referrals, where mould or damp concerns are identified proactively by Council staff or contractors during unrelated visits. In these circumstances, tenants may not be expecting contact from the service or may require additional explanation regarding the purpose of the visit and proposed treatment works. The service will continue to work flexibly with tenants to arrange appointments that meet their individual needs and circumstances, whilst balancing statutory compliance obligations. Improvement activity is ongoing with contractors and internal teams to strengthen communication processes, improve tenant awareness at the point of referral and support more effective appointment scheduling and access arrangements.

Disrepair Claims Progress

A housing disrepair claim is a legal claim brought by a tenant or on a tenant's behalf in respect of poor housing conditions at a home where the council is responsible for maintenance.

Ref	Description	As at Year End	Per 1000 properties	Benchmark position	Notes
O9b	Number of disrepair claims	40	5.19	Q2	See report below for details

Current Claims Breakdown (as of 1 Feb 2026)

Year	Total Live Claims	In Progress	Works being completed	Post-completion inspections
2022/23	2	0	1	1
2023/24	5	0	2	3
2024/25	4	0	3	1
2025/26	27	11	13	3
Total	38	11	19	8

To support improved delivery and reduce future claims liability, we have introduced monthly performance review meetings with our day-to-day (D2D) main contractors. These sessions provide

stronger oversight of responsive repair activity, ensuring greater transparency, early escalation of emerging risks, and consistent progress across the portfolio. Each meeting includes a full review of all open jobs, with focused attention on complex, high-risk, or long-running cases to ensure they remain visible and are resolved promptly.

The article published in April in Open Door magazine regarding disrepair claims focused on encouraging tenants to seek support through the Housing Ombudsman, rather than engaging with lengthy and potentially stressful no win-no fee disrepair solicitors.

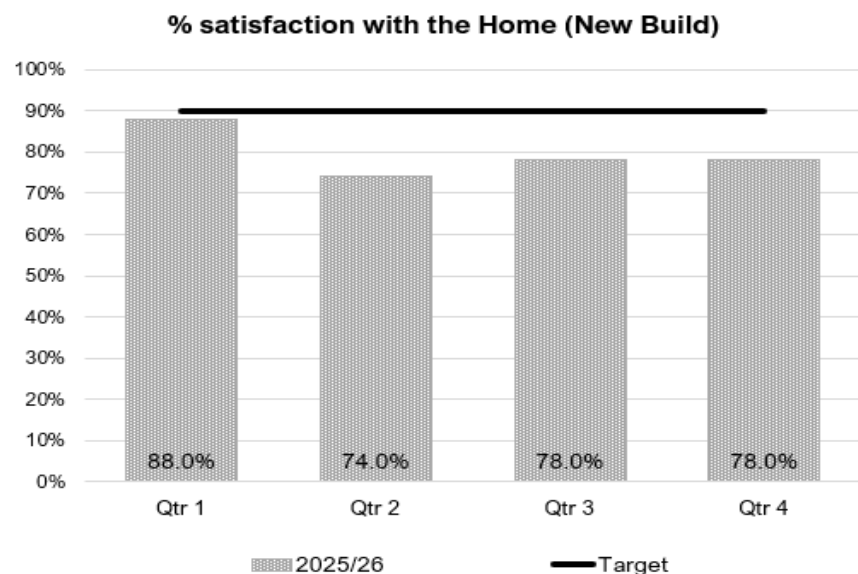
Expenditure Breakdown

Financial Year	*Legal/Consultancy Costs	Compensation payments	Work given to external contractors
2022/23	£12,250	£41,500	
2023/24	£125,055	£36,526	
2024/25	£233,622	£49,756	£128,223
2025/26	£331,643	£31,294	£139,307

**This covers the other side solicitors' costs, counsel fees for drafting defences and bills of costs, and surveying expenses, all of which are largely outside of our control.*

The Tenant's Voice

Feedback from tenants helps shape services and provides the necessary challenge to make improvements. We have access to feedback for satisfaction with a new build home and the responsive repair service via the surveys below, which are completed at, or very close to, the time the service was received.

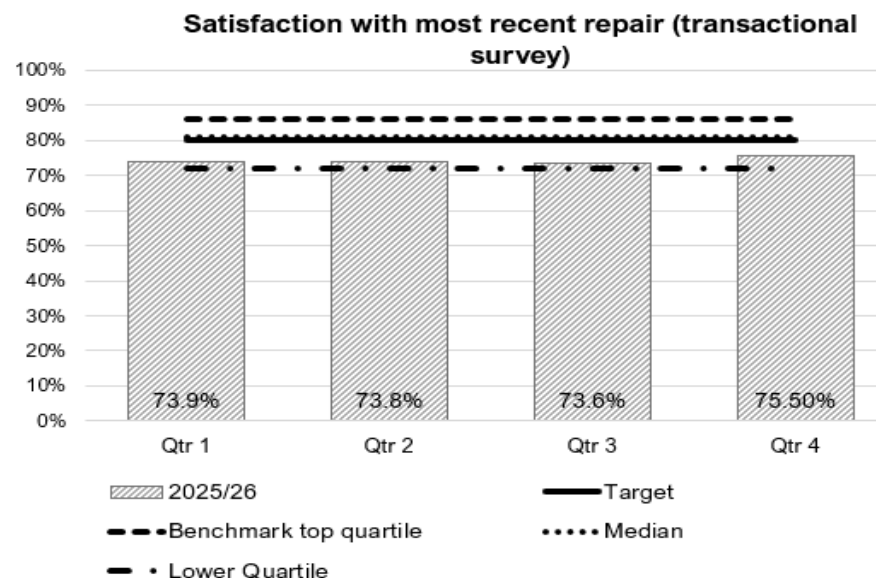


% satisfaction with the new home (transactional survey)

Qtr 1: Aragon and Sackville Close development feedback. Those satisfied fed back the generous room sizes, thermal insulation and landscaping around the properties. negative feedback reported install problems with some of the fittings and fixtures, and the smaller garden sizes.

Qtr 2: 46 responses - Positive feedback included cosy and safe home, generous size and welcoming spaces. Negative feedback includes snagging issues, the use of drugs (odours permeating flats), the cost of heating, problems with ASB around the bin stores and a poor quality intercom system. 3 developments were impacted by heating & hot water issues.

Qtr 3: result based on 95 surveys. Positive feedback praises the high living conditions and good location, negative feedback includes drug smells, lack of security for parcels and outstanding snagging issues. There were no further handovers in Qtr 4.



satisfaction with most recent repair (transactional survey)

Qtr 1: Results are based on 23 returned surveys in Qtr 1. Four surveys reported a 1 for satisfaction in May - 2 were due to the DLO not showing up. Follow up has been requested by the Works Planner. 16 surveys reported a 5 out of 5 service. The data used for benchmarking are authorities with a DLO.

Qtr 2: results based on 42 surveys. 5 surveys reported a 1 for satisfaction in Qtr 2; including wrong trade sent for the job and workman didn't attend appointment.

Qtr 3: results based on 72 surveys. Lower scoring survey feedback related to unfinished work (right first time) and missed appointments.

Year End: 78 surveys completed in the year. Low satisfaction relates to jobs not being completed, DLO not attending, poor communication about job, not having correct tools or materials for the job. The Team follow up on these surveys with the tenant.

Engagement with tenants

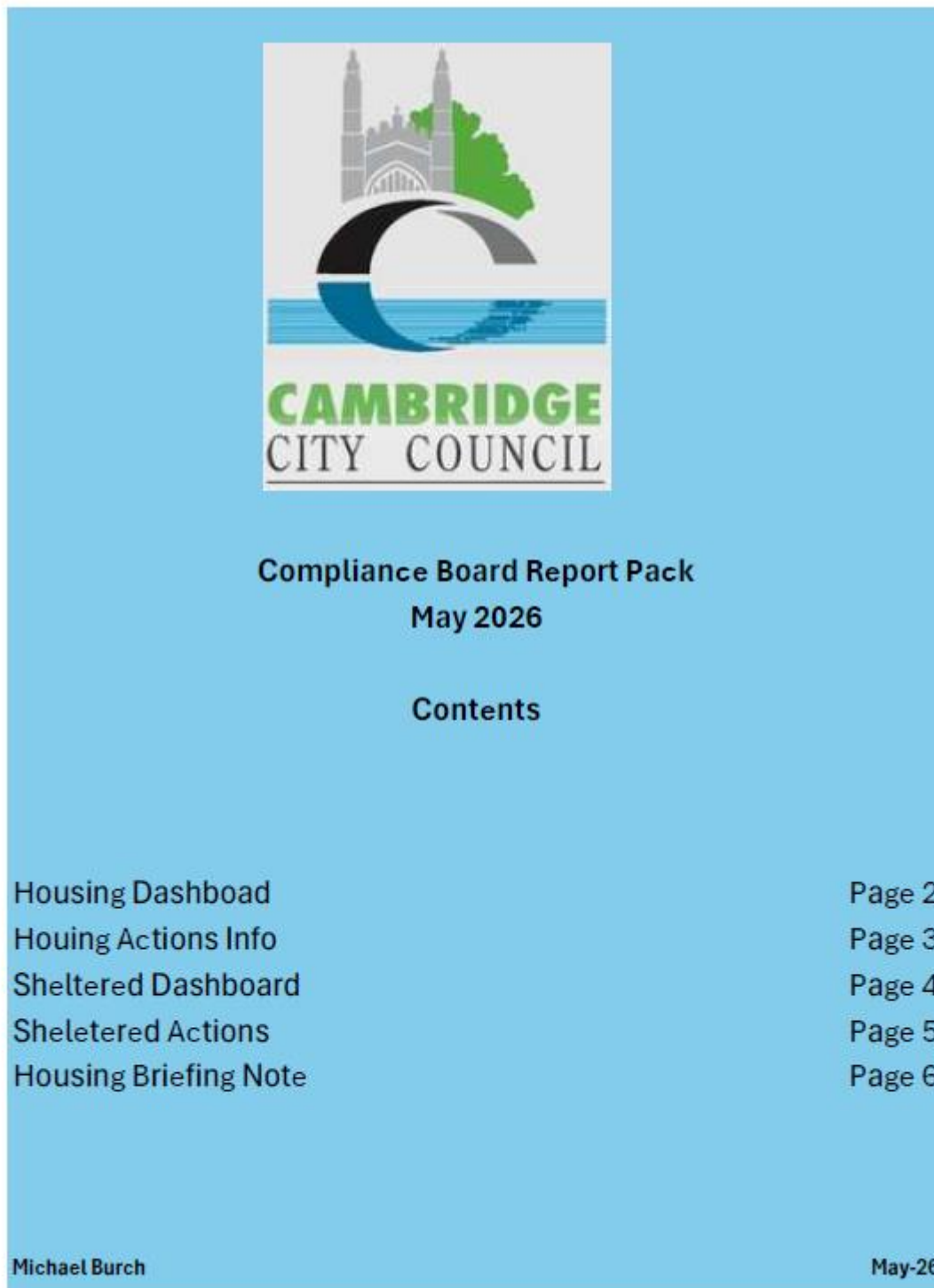
Since April 2026 resident engagement activity has had significant influence on several key areas:


- Estate Walkabouts: eight estate walkabouts have been organised for this Summer and Autumn across the city, so far two have taken place at Lichfield & Neville Road (April), and around the new-builds at Colville Road (May). This has enabled residents to raise issues with key housing staff in-person and discuss wider community problems.
- Recruitment for Tenant Representative Vacancies: the elected HAB representatives have helped produce the materials used for the communications campaign to recruit new tenant representatives to HAB. The posters and leaflets produced will be used on an ongoing basis to support volunteer recruitment for resident involvement activities.
- Tenant and Leaseholder Involvement Strategy: the elected HAB representatives have been developing an action plan to support the strategy and set out how the objectives will be measured and achieved. This is planned to be finalised by the end of June.
- Reasonable Adjustments Policy: this draft policy was issued to the armchair reviewer's group in May for tenant and leaseholder feedback. This feedback will be used to inform the final version of the policy.
- New-Build Working Group: the elected HAB Reps have begun the process of creating a working group to focus on the issues experienced in new-build properties. The scope is currently being defined, and the progress of this working group will be reported back to HAB with final recommendations going to Cabinet.

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Date:	31 st May 2026

Appendices

Appendix A – Compliance Report – April 2026



Compliance Dashboard														
Compliance Reporting Area	Asset Count	Current Period May			Movement Trend	Closing Data April		Notes	Previous Months Data					
		Compliant	Non Compliant	Percentage		Compliant	Non Compliant		March	Februr	February	January	December	November
Housing														
Domestic 5 year Electrical Installation Condon Report	7292	6809	483	93.37%	↑	6809	432		93.37%		92.01%	92.01%	91.65%	91.65%
Communal 5 year Electrical Installation Condon Report	515	501	14	97.28	↑	501	14	+	90.67	90.67	90.67	90.67	90.67	90.67
ASB Asbestos Surveys	759	769	0	100%	→	759	759		100%	100%	100%	100%	100%	dex rrrr
L8 Water Risk Assessments	9	9	0	100%	→	9	0		100%	100%	100%	100%	100%	200%
FRA Fire Risk Assessments	716	601	114	84.0t%	-	478	29	Significant fall in percentage paper included	93.93%	93.93%	93.93%	93.93%	93.93%	93.93%
LGSR Annual GAS Inspection	6604	6604	0	100%	→	6604	6604		100%	100%	100%	100%	100%	100%
EL Emergency Lighting Testing	29	29	0	100%	→	29	29		100%	100%	100%	100%	100%	100%
FA Fire Alarm Servicing	4	4	0	100%	→	4	0		100%	100%	100%	100%	100%	100%
Lift Servicing	44	44	0	100%	→	44	0		100%	100%	100%	100%	100%	100%
Lift Assurance	44	44	0	100%	→	44	0		100%	100%	100%	100%	100%	100%
CO2	6610	6610	0	100%	→	6610	0		100%	100%	100%	100%	100%	100%
Electrical Heating (NO GAS)	1556	1556	0	100%	→	1556	0		100%	100%	100%	100%	100%	100%

Buildings Over 11 Meters Fire Door Inspections										
Communal Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
		16	250	0	0	0	0	0	0	0
Flat Entrance Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
	16	392	0	0	0	0	0	0	0	0

Housing Services performance report to Housing Advisory Board

Actions									
Risk Actions	All Actions			Outstanding			Overdue		
	Total	Completed	Outstanding	Low	Medium	High	Low	Medium	High
Fire Risk Actions	6429	5383	1046	665	219	48	4	41	3
				932			48		
Asbestos Actions	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet	Not Known Yet
				0			0		
Water Risk Action	312	217	95	31	12	3	0	0	0
				46			0		

Risk Actions	Percentage Completed	Percentage Completed Overtime	Overdue completed this Month
Fire Risk Actions	83.83%	97.65%	18
Asbestos Actions	18	100%	100%
Water Risk Action	69.55	100%	0
Fire Door Inspection	No Data Yet	No Data Yet	No Data Yet



Compliance Dashboard														
Compliance Reporting Area	Asset Count	Current Period				Closing Data		Notes	Previous Months Data					
		Compliant	Non Compliant	Percentage		April	May		March	February	January	December	November	November
Sheltered														
Domestic 5 year Electrical Installation Condlion Report	280	280	280	100.00%	↑	280	0		100%	100%	100%	94%	93%	89%
ASB Asbestos Surveys	9	9	0	100%	→	9	0		100%	100%	100%	100%	100%	100%
L8 Water Risk Assessments	16	16	0	100%	→	16	0		100%	100%	100%	100%	100%	100%
FRA Fire Risk Assessments	16	16	0	100%	→	16	0		100%	100%	100%	100%	100%	100%
LGSR Annual GAS Inspection	9	9	9	100%	→	9	0		100%	100%	100%	100%	100%	100%
EL Emergency Lighting Testing	9	9	9	100%	→	9	0		100%	100%	100%	100%	100%	100%
FA Fire Alarm Servicing	9	9	9	100%	→	9	0		100%	100%	100%	100%	100%	100%
Lift Servicing	9	9	9	100%	→	9	0		100%	100%	100%	100%	100%	100%
Lift Assurance	9	9	9	100%	→	9	0		100%	100%	100%	100%	100%	100%
CO2	314	314	314	100%	→	314	0		100%	100%	100%	100%	100%	100%

High Risk Properties Fire Door Inspections										
Communal Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
		9	434	434	100%	441	0	441	441	172
Flat Entrance Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
	280	280	280	100%	332	0	332	332	98	some doors carry mutiple actions

Housing Services performance report to Housing Advisory Board

Actions									
Risk Actions	All Actions			Outstanding			Overdue		
	Total	Completed	Outstanding	Low	Medium	High	Low	Medium	High
Fire Risk Actions	1331	1317	14	0	0	0	2	7	5
				0			14		
Asbestos Actions	41	41	0	0	0	0	0	0	0
				0			0		
Water Risk Action	88	82	6	5	1	0	0	0	0
				6			0		

Risk Actions	Percentage Completed	Percentage Completed Ontime	Overdue completed this Month
Fire Risk Actions	98.95%	87.66%	7
Asbestos Actions	100%	100%	0
Water Risk Action	93.18%	95.65%	13
Fire Door Inspection	100%	100%	0



Report Pack Briefing Note

Brief Regarding

Fire Risk Assessments

Effective Date

Apr-26

Information

Following legislation changes, the introduction of new legal requirements that instructed housing providers that all properties **MUST** have a fire risk assessment regardless of size, shared facilities, shared internal access or shared communal areas.

Previous legislation omitted any requirements to complete fire risk assessments if buildings were access from personal entrances, had no share facilities and were of maximum dwelling size of 8 .

Example below, previously excluded, now included- actions should be minimal, however we are receiving actions as consider a new refuge area, compartmentation surveys, new LD1 Fire Alarm required.



BLUE ARROW HIGHLIGHTS ENTRANCE-BLOCK OF 2

What are the implications to CCC?

There are a number of implications to CCC, these are listed below-

- Increased budget requirements to get these FRA completed. (This was a known change and the budget was aligned this year, however we will now need these completing over 5 years. We have 240 block that are classed in this category, therefore the first year we need to complete them all (of which 110 are completed). Each following year we will complete 40, this will smooth the program going forwards.
- Increased actions that do require completing. Causing pressures on budget and resource requirements.
- Substantial number of actions that require a decision maker to accept the risk, note it and close the action.

What is the ask of the compliance board?

Note the risk, understand the possibilities of the requirement and raise awareness with senior stakeholders.