


















Group KPI Report as of 30 Sep 2025

| | Measure | Mar-24 | Mar-25 | Jun-25 | Sep-25 | Trend | Trendline | Target 2025/26 |
|-------------------------------|---|--------|------------|-------------|------------|-------|---|----------------|
| Stronger Organisation | | | | | | | | |
| 1 | Operating Margin | 12.3% | 16.5% | 15.2% | 14.6% | ↓ ** |  | 17.1% |
| 2 | Interest Cover forecast for Year-end | 216% | 197.0% | 183.0% | 175.0% | ↓ ** |  | 166.0% |
| 3 | Void Rent Loss (Gross) | 7.0% | 7.0% | 7.6% | 7.7% | ↓ ** |  | 6.9% |
| 4 | Current Tenant Arrears | 4.6% | 4.4% | 4.4% | 4.8% | ↓ ** |  | 4.9% |
| Customers at the Heart | | | | | | | | |
| 5 | Overall Satisfaction % (TSM TP01) | 75.1% | 76.3% | 77.0% | 75.0% | ↓ ** |  | 78.0% |
| 6 | Complaints Responded to within timescale (TSM CHO2 (1)) | 92.8% | 99.6% | 89.7% | 94.6% | ↑ ** |  | 100.0% |
| 7 | Responsive Repairs Transactional Satisfaction (Combined DLO and | 86.3% | 88.4% | 90.3% | 86.9% | ↓ ** |  | 89.0% |
| 8 | Repairs completed in time % (non emergency) (TSM RP02) | 82.3% | 84.0% | 77.4% | 79.6% | ↑ ** |  | 92.0% |
| 9 | % of customers who agree our support positively impacted their life | NEW | 90.3% | 90.9% | 92.3% | ↑ ** |  | 90.0% |
| 10 | % of customers who agree their query was resolved today | NEW | 61.1% | 58.7% | 66.7% | ↑ ** |  | 70.0% |
| Investment and Growth | | | | | | | | |
| 11 | Reinvestment % | 7.2% | 7.7% | 9.2% | 8.7% | ↓ ** |  | 9.0% |
| 12 | Development £ | £40m | £29m / 83% | £14m / 40% | £23m / 66% | ↑ ** |  | £35m |
| 13 | Maintenance % of planned programme delivered | 87.2% | 83% / 1995 | 15.8% / 352 | 43% / 966 | ↑ ** |  | 100.0% |
| 14 | Environmental EPC C and above % of homes | 72.6% | 74.9% | 74.9% | 74.9% | ↔ ** |  | 80.0% |
| One Team | | | | | | | | |
| 15 | Employee voluntary turnover | 9.9% | 8.3% | 2.0% | 3.9% | ↓ * |  | 10.0% |
| 16 | Employee Net Promoter Score (Annual) | +24 | +37 | - | - | ↔ |  | 30 |
| 17 | EDI % of protected characteristics held | NEW | 50.9% | 50.9% | 52.0% | ↑ ** |  | 60.0% |

| | |
|--|----|
| Trend | ↑ |
| | ↔ |
| | ↓ |
| Period of comparison | * |
| | ** |
| Reporting Quarter figures - performance against the target | #% |
| | #% |
| | #% |

** Note these are calculated as per VFM guidelines and therefore differ from the metric reported in the management accounts

Glossary

| | |
|--|---|
| Complaints responded to within timescale (TSM CHO1) | This is directly mapped to the Tenant Satisfaction Measure Proportion of stage one complaints responded to within Complaint Handling Code timescales |
| Overall satisfaction % (TSM TP01) | This is directly mapped to the Tenant Satisfaction Measure gathered from quarterly perception surveys Overall Satisfaction % |
| Repairs completed in time % (non emergency) (TSM RP02) | This is directly mapped to the Tenant Satisfaction Measure Proportion of non-emergency repairs completed within target timescale |