

INSPIRE NORTH

TENANT SATISFACTION MEASURES

**ANNUAL
REPORT**

2025 - 2026



01 FOREWORD



An introduction from Kira Moxon-Lumb, Operational Director and Housing Governance Lead at Inspire North

I am pleased to introduce Inspire North's third annual Tenant Satisfaction Measures (TSMs) report.

As Operational Director and Housing Governance Lead, I am responsible for ensuring our housing services are safe, well-managed, and accountable, with tenant experience at the centre of our decision-making. During this reporting year, I also achieved a Level 5 housing qualification, which has further strengthened the expertise and assurance I bring to the leadership of housing governance and regulatory compliance.

Having worked within Inspire North for over a decade, I have seen first-hand the difference that safe, secure, and well-managed housing can make in people's lives. That experience continues to guide my approach to leadership and underpins our commitment to delivering housing services that genuinely respond to tenants' needs.

This year has seen further progress in strengthening our housing governance framework, embedding regulatory learning, and improving how we capture and use tenant feedback. Our TSMs are now well established within our performance and assurance arrangements, informed by improvements

to data quality, oversight, and organisational learning.

We were encouraged by the response to this year's TSM perception survey, with approximately 49% of tenants participating. This strong response rate provides a robust and reliable insight into tenant experience and gives us confidence in the findings presented within this report.

We are also continuing to develop our approach to analysing TSM data alongside tenant demographics and vulnerability information. Understanding how satisfaction and service experience may differ across groups is essential to identifying inequality, targeting improvement activity, and ensuring our services remain fair, accessible, and responsive to the diverse needs of our tenants.

I would like to thank all tenants who took the time to share their feedback, as well as colleagues across the organisation who contributed to this report. Your insight is vital in helping us understand what is working well and where we must continue to improve.

Warm regards,

Kira Moxon-Lumb
Director of Operations & Housing Lead



A message from Ruth Kettle, CEO at Inspire North

I am pleased to introduce Inspire North's third annual Tenant Satisfaction Measures (TSMs) report, which forms an important part of how we hold ourselves to account, listen to tenant voice, and continue to improve our housing services.

As Chief Executive, I view regulation and compliance as essential tools for delivering homes that are safe, well-managed, and respectful of the people who live in them. This is particularly important in the context of Awaab's Law, which, while often reduced to conversations about damp and mould, has its origins in the unacceptable racial and systemic failings experienced by an Asian family whose concerns were not heard or acted upon.

Our work to prepare for Awaab's Law is therefore not only about compliance with new statutory timescales, but about addressing inequality, power, and voice within housing services. Strengthening our repairs processes, damp and mould management, escalation routes, and governance has been a priority this year, alongside ensuring that vulnerability, lived experience, and trust are central to how we respond to risk.

We are increasingly committed to understanding how tenant experience varies across different groups. This includes analysing repairs, complaints, damp and mould cases, evictions, and satisfaction data alongside equality, diversity and inclusion (EDI) information. Doing so enables us to identify where outcomes may differ, challenge structural inequalities, and take purposeful action to ensure our services are fair, accessible, and responsive for all tenants.

Engagement with this year's TSM perception survey was strong, providing a meaningful and credible evidence base from which to learn. Tenant voice, alongside EDI insight and regulatory expectations, plays a central role in shaping the decisions we take as an organisation. This work supports our wider commitment to being an anti-racist, values-driven organisation, where learning regulation, and lived experience leads to tangible change in practice.

I would like to thank our tenants for continuing to share their experiences, and our colleagues for their commitment to delivering safe, high-quality housing services. Together, we remain focused on ensuring that everyone we serve is treated with respect, listened to, and supported to live safely in their homes.

Sincerely,

Ruth Kettle
CEO, Inspire North

02 ABOUT US

Inspire North is a leading provider of housing, mental health, wellbeing and Dementia services across the North of England. We are dedicated to empowering people and strengthening communities by delivering high-quality, person-centred services that support recovery, independence, and long-term stability.

Inspire North operates as a Community Benefit Society (CBS), providing a clear and established governance framework across our housing and support services. This structure enables consistent oversight, strengthened accountability, and a coordinated approach to service delivery, performance management, and regulatory compliance.

Our Homes and Services

We provide a wide range of supported accommodation for people with complex needs. Our housing services focus on helping individuals to sustain tenancies while developing the skills required for independent living. This includes support with budgeting, daily living skills, and access to recovery-focused services.

Our resettlement services support people who are homeless or at risk of homelessness, including individuals affected by offender history, family breakdown, domestic abuse, addiction, and mental health challenges.

Tenant Satisfaction Measures – Year Three

This is our third year reporting against the Tenant Satisfaction Measures (TSMs), in line with the requirements of the Regulator of Social Housing's Consumer Standards. TSMs are now an established element of our performance management and assurance framework, providing an important measure of tenants' experiences of our housing services.

As a landlord with fewer than 1,000 homes, we publish our landlord performance measures annually and undertake tenant perception surveys in line with regulatory requirements.

Our focus during 2025/26 has been on embedding learning from previous reporting cycles, strengthening data quality, and using insight from the TSM perception survey to inform service improvement and operational priorities. Building on the foundations established in years 1 and 2, we have continued to refine our approach to data collection, tenant engagement, and analysis.

This has enabled us to better understand trends over time, identify areas of strength, and target improvement activity where it will have the greatest impact for tenants.



03 OUR RESULTS



Following the introduction of the Tenant Satisfaction Measures (TSMs) by the Regulator of Social Housing (RSH) on 1st April 2023, we are pleased to present our third annual report for our organisation's performance against these measures for the 2025/26 financial year.

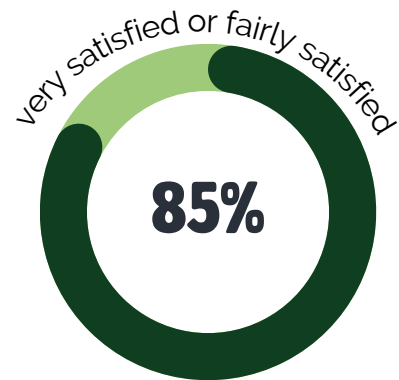


TENANT SURVEY

Out of **506** tenants, **246** agreed to participate in the survey. That is an outstanding response rate of **49%** Here are the perspectives and feedback shared by these participants:

TP01 Overall satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Inspire North?



TP02 Satisfaction with repairs

Has Inspire North carried out a repair to your home in the last 12 months?



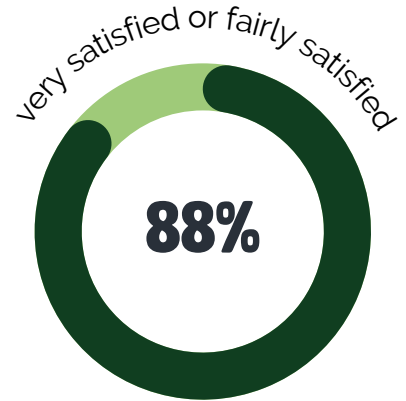
If yes, how satisfied or dissatisfied are you with the overall repair service from Inspire North over the last 12 months?



TP03 Satisfaction with time taken to complete most recent repair



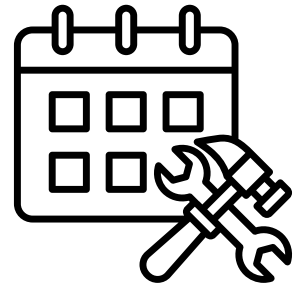
How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?



TP04 How satisfied or dissatisfied are you that Inspire North provides a home that is well maintained?



TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Inspire North provides a home that is safe?



TP06 How satisfied or dissatisfied are you that Inspire North listens to your views and acts upon them?



TP07 How satisfied or dissatisfied are you that your landlord keeps you informed about the things that matter to you?



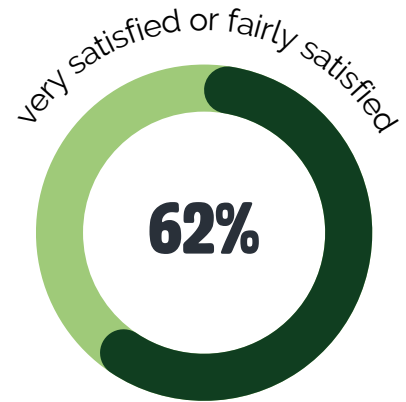
**TP08 To what extent do you agree or disagree with the following:
“Inspire North treats me with respect”.**



TP09 Have you made a complaint to Inspire North in the last 12 months?



If yes, how satisfied or dissatisfied are you with Inspire North’s approach to complaints handling?

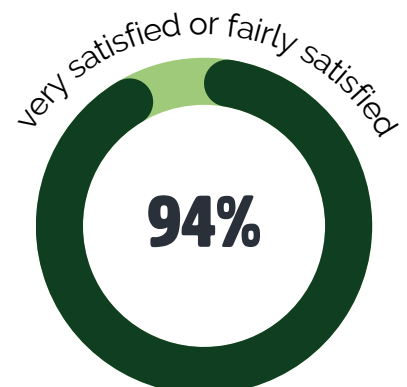


The feedback indicates inconsistency in tenant experience. Addressing the causes of dissatisfaction is a priority area for service improvement.

TP10 Do you live in a building with communal areas, either inside or outside that Inspire North is responsible for maintaining?



If yes, how satisfied or dissatisfied are you that Inspire North keeps these communal areas clean and well-maintained?



TP11 How satisfied or dissatisfied are you that Inspire North makes a positive contribution to your neighbourhood?



TP12 How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?



TENANT SATISFACTION MEASURES REPORTED BY LANDLORD DIRECTLY



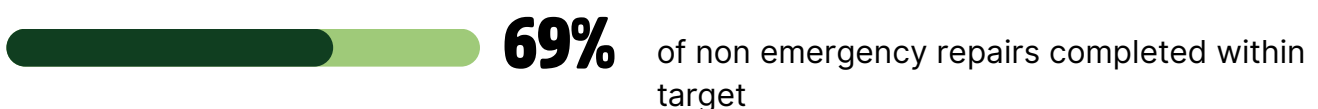
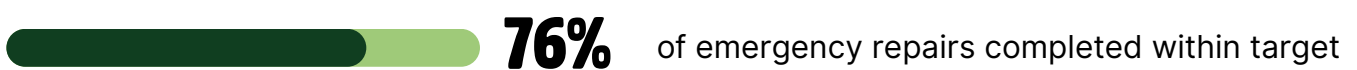
The following section presents the landlord-reported Tenant Satisfaction Measures (TSMs) for the 2025/26 financial year. These measures focus on our direct performance as a landlord, reflecting how we manage and deliver housing services to our tenants.

RP01: Homes that do not meet the Decent Homes Standard



of properties currently do not meet the standard. This can be for a number of reasons including the age of the property stock.

RP02: Repairs completed within a target timescale

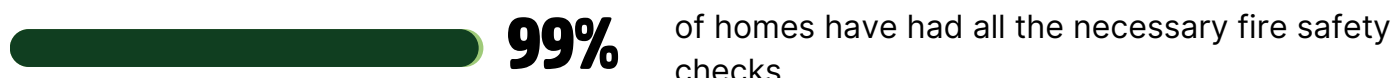


BS01: Gas safety checks



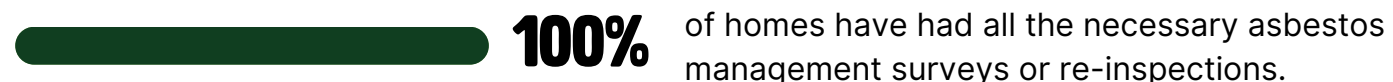
of homes have undergone all necessary gas safety checks, with delays primarily attributed to contractor delays or challenges in accessing properties. Additionally, the cost of living crisis has contributed to issues where tenants were unable to complete gas checks due to zero credit on their meters.

BS02: Fire Safety Checks



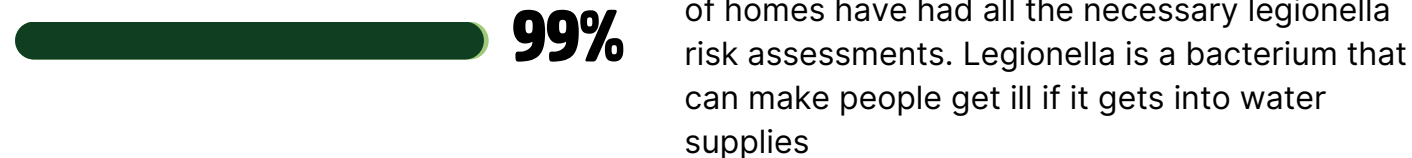
of homes have had all the necessary fire safety checks.

BS03: Asbestos safety checks



of homes have had all the necessary asbestos management surveys or re-inspections.

BS04: Water safety checks



of homes have had all the necessary legionella risk assessments. Legionella is a bacterium that can make people get ill if it gets into water supplies

BS05: Lift safety checks



NM01: Antisocial behaviour cases relative to the size of the landlord



This measure is based on the number of complaints the landlord receives for each 1,000 homes they own



of the recorded antisocial behaviour cases involved hate incidents

CH01: Complaints relative to size of landlord

This measure is based on the number of complaints the landlord receives for each 1,000 homes they own.



at Stage 1



at Stage 2

CH02: Complaints responded to within Complaint Handling Code timescales



Stage 1 complaints were received from tenants between 1st April 2025 and 31st March 2026.



Stage 2 complaint was received from tenants between 1st April 2025 and 31st March 2026.



68%

of stage 1 complaints were both acknowledged within the 5 working days timeframe and responded to in the 10 working days (from acknowledgment timeframe) set out by the Housing Ombudsman (5 working days).



100%

of stage 2 complaints were both acknowledged within the 5 working days timeframe and responded to in the 20 working days (from acknowledgment timeframe) set out by the Housing Ombudsman (5 working days).

Many of these complaints were support related, which often require a more in-depth investigation due to their complexity. Complaints related to support services often involve individuals with complex needs, and in some cases, it can be challenging to coordinate interviews or reach the individuals involved, which can naturally extend investigation timelines.

To address the higher percentage and volume of support-related complaints, there are scheduled contract monitoring arrangements in place between Inspire North services and the relevant commissioning bodies. These arrangements ensure ongoing oversight, help identify areas for improvement, and support timely resolution of issues.

Our priority is always to ensure the best possible outcome for those we support, which sometimes means taking additional time to fully investigate and resolve these more intricate cases. While this can lead to missing KPIs, we remain committed to providing thorough and effective resolutions.

04 CONTINUOUS IMPROVEMENT

Following ongoing regulatory change within the social housing sector, we continue to identify areas for development and improvement across the organisation. Insights from our clients and tenants inform strategic decision-making and strengthen our operational and governance arrangements.

Through collaboration across Inspire North, processes and procedures are regularly reviewed and benchmarked to ensure they remain effective, responsive, and grounded in the lived experiences of our clients and tenants.

Review, Insight and Organisational Learning

Tenant feedback is reviewed on both a quarterly and annual basis, generating valuable insight into tenants' experiences and informing service and organisational improvements. Feedback is considered alongside compliments, concerns, and complaints, which are reviewed through quarterly governance meetings, with learning and actions shared across the organisation.

Work to strengthen the Client and Tenant Impact Survey is due to conclude at the start of the 2026/27 financial year. This will provide more robust insight into how trust is built with tenants and how the impact of our services is experienced. Survey feedback is shared at service level and more widely across the organisation to highlight areas for improvement and examples of good practice, and is reviewed quarterly to inform ongoing organisational development.



Embedding Compliance and Professional Practice Across Housing Services

Our preparations for the Competence and Conduct Standard began in 2024/25 and have continued throughout 2025/26, with further implementation planned in the year ahead. Ensuring alignment with the expectations of the Standard remains a key priority for the housing team and is embedded within our wider approach to governance, assurance, and service quality.

A series of cross-organisational workshops has been delivered during the year, involving senior managers from multiple teams. This has supported a consistent and coordinated approach to implementation, ensuring appropriate governance structures, processes, and assurance arrangements are in place to support compliance with the Standard.

As part of our current compliance position, Inspire North is assured that senior housing leadership roles are held by appropriately qualified individuals. The Director of Operations, who holds overall leadership responsibility for housing, and the Strategic Housing Development Manager both hold Level 5 housing qualifications, meeting expectations for senior housing leadership. The Housing Operations Manager and the Health & Safety Housing Manager each hold Level 4 housing qualifications, aligned with their respective management and operational responsibilities. This provides assurance that housing services are led by competent professionals with the appropriate knowledge, skills, and experience.

Maintaining compliance with new and evolving regulatory frameworks remains a priority, alongside our ongoing commitment to delivering high-quality, safe, and professional housing services for our tenants.

Strengthening Repairs Compliance and Oversight



In preparation for Awaab's Law coming into force in October 2025, we reviewed and strengthened our repairs processes to align with the new statutory timescales. Internal systems were updated and a live repairs dashboard introduced, enabling effective tracking, escalation, and oversight of both current and historic repair cases.

Alongside these changes, a repairs satisfaction survey has been introduced to capture tenants' feedback following completed repair works. This provides additional assurance on service quality and supports ongoing monitoring of repairs performance, with learning used to inform service improvement and governance reporting.

As Inspire North operates within a mixed property management model, additional arrangements were developed to support private landlords in meeting the same standards. Repairs-related KPIs were also reviewed and aligned to Awaab's Law requirements and are reported monthly to the Senior Management Team to enable early identification of risk and areas for improvement.

Alongside process and KPI changes, targeted training has been delivered where risks of non-compliance were identified. Ongoing internal and face-to-face training remains a key element of our approach, ensuring our employees are equipped to identify, manage, and respond appropriately to repairs-related concerns.



Updating Housing Policies to Meet Regulatory Expectations

In response to ongoing changes in housing regulation, we have undertaken a structured review of our housing and property management policies to ensure continued alignment with legislative and regulatory expectations. Policy review and refresh is a core component of our housing compliance framework and supports consistent, safe, and accountable service delivery.

In preparation for the implementation of Awaab's Law, our Damp, Mould and Condensation Policy was reviewed and updated toward the end of the 2025/26 financial year. The revised policy strengthens our approach to identifying, prioritising, and responding to damp and mould-related hazards, including the management of emergency category repairs and risks to health. Particular emphasis has been placed on early identification, timely intervention, and clear escalation routes.

The policy also reflects our responsibilities to tenants with clinical or physical health vulnerabilities. It sets out expectations for employee-led capacity assessments to support tenants who may experience barriers to reporting repairs, alongside enhanced reporting and safeguarding arrangements involving employees and third parties where risks are identified.

This ensures that vulnerable tenants receive appropriate support and that potential hazards are identified and addressed at the earliest opportunity.

As part of strengthening our wider housing compliance framework, we also delivered a workshop to review our position against the Housing Ombudsman Spotlight recommendations. This has informed a broader review of relevant policies and processes, with targeted actions being developed to address learning, strengthen practice, and support continuous improvement across housing services.

Supporting Tenant Safety Through Personal Emergency Evacuation Planning

Informed by sector learning from the Grenfell Tower Inquiry, Inspire North has strengthened its approach to identifying and supporting tenants who may require assistance during an emergency evacuation. This includes the implementation of a clear process to identify individual needs and ensure appropriate Personal Emergency Evacuation Planning (PEEP-informed arrangements) are in place where risks are identified.

Our approach recognises that some tenants may have mobility, sensory, cognitive, or health-related vulnerabilities that affect their ability to evacuate safely. Through staff awareness, risk identification, and engagement with tenants and relevant third parties, additional safeguards are implemented to ensure that risks are identified early and appropriate support is in place.



05 BEACON



From Homelessness to Independent Living: Transforming Lives at Beacon

Working across 55 dispersed properties in Leeds, the Beacon Service supports tenants who have experienced homelessness by providing safe, supported accommodation and the foundations for independent living. Many tenants are new to managing a tenancy, and the team plays a vital role in helping them build confidence and practical skills for the future.

"I'd tell anyone about to join that they'll be in good hands and will have the support they need to feel settled, confident, and at home." - Beacon Tenant

Support is tailored to each individual and ranges from practical help with finances and tenancy administration to assisting tenants in accessing wider holistic support, including physical and mental health services. Many Beacon tenants have complex histories, making the team's consistent, person-centred approach central to their success in sustaining a home independently.

Each tenant receives regular floating support, with support workers meeting their allocated clients for at least an hour each week. The service is led by Service Manager Andy Lanfear, supported by Team Leader Helen Hargreaves and a dedicated team who work collaboratively to deliver high-quality, compassionate support.



Over the past year, the Beacon Team has continued to demonstrate resilience and adaptability, ensuring continuity of support while transitioning into a new office space. Now fully settled, the team is focused on building momentum, strengthening the service, refining ways of working and continuing to improve the experience for tenants.

In addition to Beacon, the team also manages Somewhere Safe to Live, a specialist accommodation-based service supporting women fleeing domestic abuse. Delivered in partnership with Leeds City Council and Together Women, the service provides safe, trauma-informed accommodation alongside tailored, person-centred support. Through this strong partnership approach, women are supported to rebuild confidence, access health and wellbeing services, and take positive steps towards long-term safety and independence.



Looking ahead, the team is working towards expanding the number of available properties and continuing to enhance the experience of living in Beacon accommodation. Co-production remains at the heart of the service. Inspired by a tenant's idea, the team is currently organising a redecoration event at one of the shared properties, bringing tenants together to refresh their living space. This initiative reflects the Beacon Team's commitment to going beyond accommodation, supporting tenants to feel a genuine sense of pride, ownership and home.

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