



# Tenant Satisfaction Measures (TSMs)

## Annual Report

2024 - 2025





# 01 Foreword



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

I am pleased to introduce our second annual Tenant Satisfaction Measures (TSMs) report for 2024/25.

As Housing Lead and Director of Operations, I am proud to oversee the delivery of housing services that are responsive, accountable, and shaped by the voices of our tenants.

Having worked across a range of services within this organisation over the past decade, I have seen the difference that safe, secure, and well-managed housing can make in people's lives. That experience continues to guide my approach to leadership today.

This report reflects our commitment to listening, learning, and improving. Now in our second year of TSM reporting, we are building on the foundations set in year two.

We've used the insights gained last year to refine our approach, improve how we collect and analyse feedback, and strengthen the way we involve tenants in shaping services.

As a landlord with fewer than 1,000 homes, we've chosen to run our next perception survey during Spring 2025, in line with the flexibility set out by the Regulator of Social Housing. However, our commitment to hearing from tenants is ongoing and central to our work.

The TSMs are embedded into the agenda of our internal Housing Governance Group, where they help drive continuous improvement and ensure we remain focused on delivering high-quality services that meet tenant needs.

Thank you to everyone who contributed to this year's report. Your feedback enables us to reflect on what's working and where we need to do better. Together, we remain committed to placing tenants at the centre of everything we do.

Warm regards,

**Kira Moxon-Lumb**  
**Director of Operations & Housing Lead**



## A message from Ruth Kettle, CEO at Inspire North

I'm delighted to present our second annual Tenant Satisfaction Measures (TSMs) report, an important milestone in our continued journey to improve housing services and place tenant voices at the heart of all we do.

This year has been a landmark moment for our organisation as we officially amalgamated into one Community Benefit Society (CBS). After months of dedicated effort, we are proud to move forward as Inspire North. As part of this amalgamation, Inspire North has become the registered social landlord, previously this was the role of Foundation, with all services rebranded accordingly. This strengthens our ability to deliver high-quality homes and support, while enabling a more streamlined and unified approach across the organisation.

We've continued to build on the learning from our first year of TSM reporting, embedding the measures into our daily practice and using tenant feedback to inform and improve service delivery. We were also proud to take part in the Regulator of Social Housing's small provider pilot, which provides us with valuable benchmarking opportunities and enabled us to contribute to best practice across the sector.

This work directly supports our Inclusive Business and Growth Strategy 2024–2029, particularly the theme Influencing and Inspiring. We are focused on delivering housing services that are not only high-quality and responsive, but also forward-thinking, setting the standard for innovation, collaboration, and meaningful impact across the sector.

I want to thank our tenants for their continued engagement and feedback, and our colleagues for their dedication during a year of significant change. Together, we are creating a more integrated, efficient, and tenant-led housing service and one that remains firmly rooted in our mission to create a world where everyone matters.

Sincerely,

**Ruth Kettle**  
**CEO, Inspire North**

# 02 About Us

We are Inspire North, a leading provider of housing, health and care services across the North of England, dedicated to empowering people and strengthening communities. As of 31st March 2025, we have evolved into a unified Community Benefit Society (CBS), bringing together Inspire North, Community Links, and Foundation into one stronger, more resilient organisation. We are proud of this transformation, which enables us to enhance the quality and impact of our services, delivering them in a more coordinated and innovative way to clients and tenants.

We provide a vast array of supported accommodation for people living with complex needs. Whether it's helping individuals manage a tenancy, improve budgeting and living skills, or access recovery-focused rehabilitation, we are committed to supporting people at every stage of their journey. Our resettlement services assist individuals who are homeless or at risk of homelessness due to factors such as offender history, family breakdown, domestic abuse, addiction, or mental health challenges.

Our services also include specialist mental health support for individuals experiencing anxiety and depression, psychosis, alcohol and substance misuse, complex needs, and personality disorders. Additionally, we offer comprehensive domestic abuse services across the North of England, aiming to support victims, perpetrators, and families affected by domestic abuse. Through our person-centred approach, we promote recovery, independence, and long-term stability.

## **TSM Year 2: Building on the Foundations**

This is our second year reporting against the Tenant Satisfaction Measures (TSMs), in line with the requirements set out by the Regulator of Social Housing under the Consumer Standards.

As a landlord with fewer than 1,000 homes, we are required to publish our landlord performance measures annually, while we have the option to run our perception surveys either annually or every two years. Following our initial survey in year one, we have opted to conduct our next perception survey in spring 2025, rather than winter, maintaining a two-year cycle as permitted.

We continue to see this process as a valuable opportunity to refine our data collection and engagement practices. Our experience in year one has provided useful insights that will inform our approach going forward, helping us to improve response rates and the depth of feedback gathered from our tenants.

Our landlord performance measures for this year are again based on our periodic data as at the end of March 2025.

***"I was homeless before signing up. I have a home and life has substantially got better since working with Foundation. I had no one and nothing, now I feel like I have a life and everything I need".***

*- Inspire North Client*



# 03 Our Results



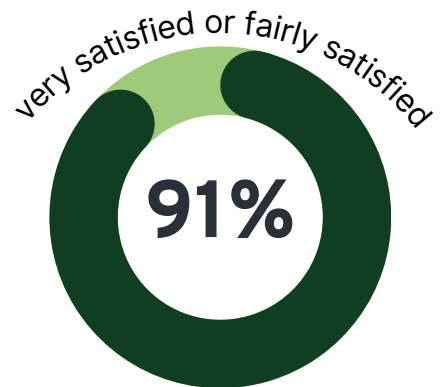
Following the introduction of the Tenant Satisfaction Measures (TSMs) by the Regulator of Social Housing (RSH) on 1st April 2023, we are pleased to present our organisation's performance against these measures for the 2023/24 fiscal year, which was reported last year. We will run our next tenant perception survey in spring 2025, and the resulting data will be included in our 2025/26 report.



## Tenant Survey

Out of 373 clients, 181 agreed to participate in the survey. Here are the perspectives and feedback shared by these participants:

**TP01 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Foundation?**



**TP02 & TP03 Has your landlord carried out a repair to your home in the last 12 months?**



Of the 119 Tenants who received a repair, 90% were either very satisfied or fairly satisfied with the time taken to complete it

**TP04 How satisfied or dissatisfied are you that your landlord provides a home that is well maintained?**



86% of respondents expressed that they were either 'very' or 'fairly' satisfied with the maintenance of their homes.

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



78% of respondents reported feeling 'very' or 'fairly' satisfied with the safety of their homes, reflecting a good level of contentment with the property conditions.

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



90% of respondents expressed being 'very' or 'fairly' satisfied with our responsiveness to their views, indicating a high level of satisfaction with our willingness to listen and act upon tenant feedback.

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



90% of respondents indicated being 'fairly' or 'very' satisfied with our communication practices regarding matters relevant to them, highlighting a strong level of satisfaction with the our continued efforts to keep tenants informed.

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



96% of respondents 'agree' or 'strongly agree' that we treat them with respect, indicating a high level of satisfaction with our treatment of tenants.





**TP09 Have you made a complaint to your landlord in the last 12 months? If yes, how satisfied or dissatisfied are you with your landlord's approach to complaints handling?**



79% of respondents reported being either 'very' or 'fairly' satisfied with their landlord's approach to complaints handling, suggesting that our approach to addressing issues raised by tenants is generally effective and satisfactory to the tenants, with room for improvement.

**TP10 Do you live in a building with communal areas, either inside or outside that your landlord is responsible for maintaining? If yes, how satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well-maintained?**



Of the 87 tenants residing in buildings with communal areas, 83% expressed being either 'very satisfied' or 'fairly satisfied' with our maintenance of these spaces, indicating a strong level of satisfaction with the cleanliness and upkeep of communal areas.

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



62% of respondents expressed being either 'satisfied' or 'fairly satisfied' with their landlord's positive contribution to their neighbourhood, suggesting a moderate level of contentment with the landlord's impact on the community.

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



72% of respondents reported being either 'very satisfied' or 'fairly satisfied' with our approach to handling anti-social behaviour, indicating a high level of contentment with how we address such issues, with room for improvement.

## TSMs reported by landlord directly



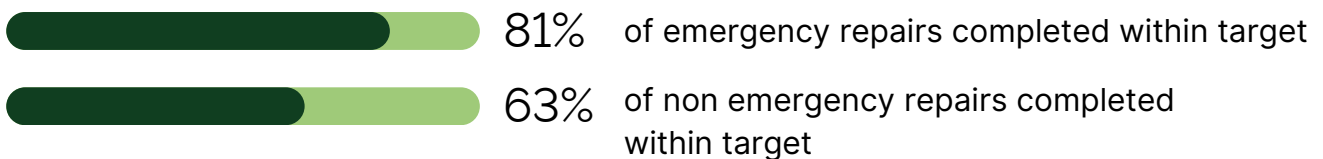
The following section presents the landlord-reported Tenant Satisfaction Measures (TSMs) for the 2024/25 financial year. These measures focus on our direct performance as a landlord, reflecting how we manage and deliver housing services to our tenants.

### 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 2024 and 31st March 2025.



stage 2 complaint was received from tenants between 1st April 2024 and 31st March 2025.



48%

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

In response to tenant feedback and evolving sector standards, we continue to prioritise meaningful improvements that enhance the quality of life for our tenants and clients.

Recognising the dual importance of tenancy and property management, we maintain a strong focus on both the human and physical aspects of housing. Tenancy management ensures tenants' rights and responsibilities are upheld, while property management guarantees homes are safe, well-maintained, and comfortable. Together, these functions underpin the smooth delivery of our social housing services.



We have developed an internal Housing Information Hub that centralises all current housing policies and procedures. This living resource is regularly reviewed and updated to ensure employees have access to the most up-to-date guidance, supporting consistency and best practice across our housing services.

The Housing Information Hub is also home to our new comprehensive Housing Management Policy. The policy provides a clear framework for managing, allocating, and maintaining homes, aligning with all relevant legal and regulatory standards to ensure that our housing management practices are transparent, equitable, and in line with the legal obligations governing all accommodation.

In line with our zero-tolerance approach to damp and mould, we completed a thorough internal audit, conducted by our external auditors, focusing on damp, mould. The findings are informing targeted actions to improve property standards and tenant wellbeing. This sets us in a strong position as we start to prepare for the implementation of Awwab's Law later this year.

We also undertook a responsive repairs audit and a full review of our compliance against the Regulator of Social Housing's Consumer Standards, resulting in an action plan and roadmap designed to close any gaps and improve our services further. This plan guides our priorities for the year, ensuring ongoing compliance with housing legislation and regulatory requirements.



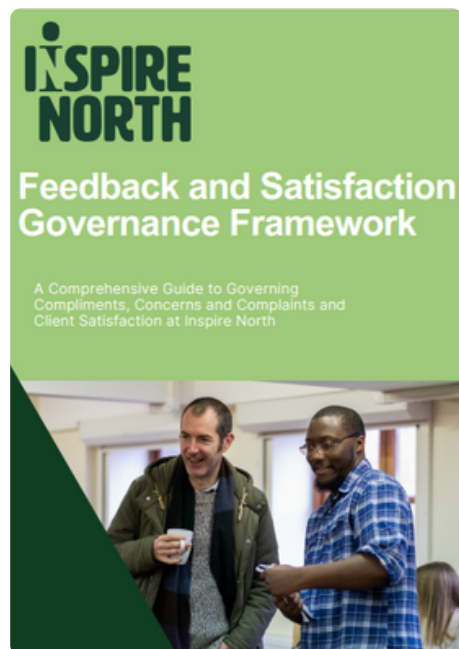




To strengthen our focus on health and safety across our housing stock, we have recruited a dedicated Housing Health and Safety Manager. This new role will oversee compliance and safety in our dispersed properties, complementing our existing health and safety management structures.

Our leadership team continues to invest in professional development aligned with emerging sector requirements. Key leaders have achieved advanced qualifications through the Chartered Institute of Housing (CIH), positioning us well to meet anticipated legislative demands around training and competence for Registered Social Landlords.

Looking ahead, our newly launched website, designed with tenant engagement and convenience at its core, will soon include an online rent payment system. By embracing this secure digital solution, we're not just making rent payments easier; we're raising the bar for tenant experience and operational excellence. This commitment to innovation and responsiveness demonstrates our dedication to delivering services that truly meet the evolving needs of our tenants.



Furthermore, to ensure compliance with the Housing Ombudsman's Complaint Handling Code, we have implemented a comprehensive Feedback and Satisfaction Governance Framework. This framework guides how we manage all feedback: compliments, comments, satisfaction surveys, and complaint, ensuring accountability and continuous improvement.

Complaints are prioritised with clear Key Performance Indicators (KPIs) to ensure prompt acknowledgement and resolution, helping to rebuild trust and improve tenant satisfaction.

Feedback is regularly reviewed by groups such as the Housing Governance Group and Client and Tenant Voice panel, who analyse trends and share insights to drive meaningful service improvements.

By embedding this framework, we promote a culture of learning, transparency, and trust, sharing lessons with employees, tenants, and Board members to continually enhance our services.

Through these initiatives and ongoing collaboration with tenants, employees, and partners, we remain fully committed to continuous improvement, ensuring our housing services are effective, compliant, and centred on the needs of those we serve.

# 05 New Ofsted Compliance

## Understanding Ofsted and Supported Accommodation for 16-17 Year Olds

Ofsted, the Office for Standards in Education, Children's Services and Skills, is the regulatory authority responsible for inspecting and overseeing services that care for children and young people, including education and skills training providers. Ofsted plays a vital role in ensuring that supported accommodation for 16-17 year olds meets rigorous standards of care, safety, and support. This regulation safeguards high-quality environments that promote the well-being and development of young people transitioning to independence.

### Our Ofsted Registered Services

We are proud to operate four Ofsted-registered supported accommodation services:

- Our Way Leeds (OWL)
- The North Yorkshire Young People's Pathway (YPP)
- Doncaster Care Leavers Accommodation and Support Service (CLASS)
- Darlington Families

Each supported accommodation service provides a safe and nurturing environment for young people requiring additional support as they prepare for independent living. These services offer tailored support, helping young people develop essential life skills, access education or employment opportunities, and foster their independence.



# Ofsted Leadership Roles

To ensure full compliance with Ofsted requirements, key leadership roles have been established within our organisation:



## Ofsted Registered Manager

Ben Joslin, Operational Manager, is our Registered Manager. Ben is responsible for overseeing day-to-day operations, ensuring regulatory compliance, leading staff, and maintaining high standards of care for young people.

## Nominated Individual

Will Goode, Director of Operations is our Nominated Individual. Will acts as the primary liaison with Ofsted, ensuring ongoing compliance and supporting the strategic direction of supported accommodation services



## Ofsted Registration and Inspection Process

Our initial Ofsted inspection took place on 6th and 7th November 2024. This critical milestone involved a comprehensive assessment of our services against regulatory standards. We are pleased to report that the inspection was highly positive, culminating in full registration confirmation on 17th December 2024.

***“This has been a huge piece of work and a great example of our value of Collaboration”.***

- Ruth Kettle, CEO

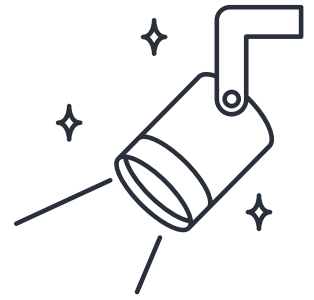
With full registration secured, our focus now shifts to maintaining compliance and preparing for our first official Ofsted inspection. We remain committed to continuous quality assurance and improvement to consistently deliver high-quality support to the young people in our care.



We look forward to continuing our partnership with Ofsted as we uphold the highest standards in supported accommodation and empower young people on their journey to independence.



# 05 Team Darlington



## Making It Work: Darlington's Lifeline for Complex Needs and Families

At the heart of Darlington's support network for vulnerable adults and families is Becky Davison and her dedicated team at Foundation Darlington. With a team of nine, they're making a lasting impact through their work across the Complex Needs and Families Services.

*"Officially or unofficially, I've been managing these services for a while now," Becky says with a smile. "I love being out and about, meeting clients, doing health and safety visits, and making sure everything is running smoothly."*

The Complex Needs Service provides supported housing for adults facing a range of challenges, including histories of offending, substance use, or mental health issues. Meanwhile, the Families Service offers both outreach and supported housing for parents, grandparents, and kinship carers—including 16- to 17-year-old parents, making Foundation the only provider in Darlington offering this specific support.

*Becky is incredibly proud of her team, calling them "amazing." Together, they've built strong, trusted relationships with local commissioners and remain committed to delivering high-quality, person-centred care.*



A joint service visit with colleagues from Foundation Durham to the Beamish Museum uncovered a badge that seemed to capture the team's spirit: *"Shy Bairns Get Nowt."*

Josie Foster, the team's Operations Manager, was quick to have badges made with their adapted motto: *"We get stuff done."* It's a fitting tribute to a team that consistently goes the extra mile for the people they support.



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