

# Regulatory Compliance Plan

Resident meeting – 16 September  
2026

Tabitha Kassem, Chief Governance  
& Risk Officer

# Agenda

- What we need your help with
- Reminder – NHGs Regulatory Journey
  - Economic workstreams
  - Consumer workstreams
- Breakout Sessions - consumer workstreams measures review
- Next steps...



**Better  
together**

# What we need your help with

3 Areas for discussion: Repairs, Complaints & Resident Engagement

- Are the measures right?
- How do we involve residents in monitoring progress?



**Better  
together**

**A reminder of the journey so far...**

# Regulatory judgement



Regulator of  
Social Housing

**V2/C3/G3**

- Regulatory Downgrade (27 Nov 24)
- Voluntary Undertaking and Regulatory Compliance Plan (RCP) agreed (10 April 25)
- Monthly meetings of the Regulatory Compliance Committee (RCC) and with the RSH to monitor progress

## **V2**

- Financial governance evidenced
- Covenants are tight and requiring close management in 2024/25 and 2025/26
- Strategic disposals are being mitigated through pace of planned investment spend

## **C3**

- Overdue FRA actions
- Repair backlogs
- Survey levels and resident safety implications
- 3rd party landlord compliance

## **G3**

- Board visibility of H&S
- Risk framework
- Board skills

## **Next steps**

- Resident check in on stated progress
- Agreement as to how we should measure delivering the outcomes needed

# Resident input & updates

- December 2024 co-design at North Regional Resident drop-in sessions, shareholder engagement session
- 27 February 2025 Involved Resident Meeting – ‘you said, we did’
  - ✓ Workstream outcomes & quarterly updates agreed
    - Most important is learning from complaints
    - Repairs requires a joined-up service
    - Communications key to effective services – speak to residents
- Quarterly updates [online](#) and Resident Involvement [Connections updates](#)
- Annual customer report(s)
- Resident Forum quarterly updates and review of consumer workstreams

# Compliance plan workstreams

***86% milestones complete but much more to do to...***

# ‘Economic’ Workstreams



| Governance workstream                | Purpose                                                                                                                                                                       | Key milestones                                                                                                                                                                        |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board and Committee oversight</b> | To ensure our board and committees are set up in the most effective way to fulfil their responsibilities.                                                                     | <ul style="list-style-type: none"><li>• Commission external Governance Review</li><li>• Agree Governance Improvement plan and actions</li></ul>                                       |
| <b>Risk and controls framework</b>   | To ensure we are managing risks effectively and that there is board oversight and understanding of issues that matter most to residents, especially around health and safety. | <ul style="list-style-type: none"><li>• Top risk reported at each Board meeting, including health and safety</li><li>• Independent review of risk management implementation</li></ul> |
| <b>Financial governance</b>          | To provide line of sight to the strategic business plan and its key deliverables while we implement the regulatory compliance plan.                                           | <ul style="list-style-type: none"><li>• Continue the existing annual review of the financial plan – including (as normal) the stress and scenario testing</li></ul>                   |



### Brendan Sarsfield

Over 20 years of Chief Executive experience at Peabody and Family Mosaic.

Chair of  
Notting Hill Genesis



### Dave Sheridan

Chair of M&J Groundworks and a NED at Allison Homes.

Chair of  
homes committee



### Courtney Greenslade

Global treasurer for Jones Lang LaSalle.

Chair of corporate finance  
and treasury committee



### Clair Kober CBE

MD at Pinnacle Group and former leader of London Borough of Haringey.

Senior Independent  
Director

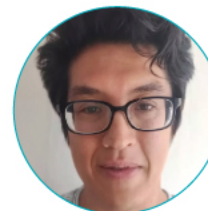
Chair of customer  
committee



### Léann Hearne

Vice-chair of Yorkshire Housing. Board member for Northern Housing Consortium.

Chair of regulatory  
compliance committee



### Will Sprunt

20 year career in tech startups, recently as VP in the technology group at Deliveroo and formerly at Zipcar.



### Emma-Louise Stewart

Extensive career in business development and events management with a strong focus on local communities.

Chair of residents forum

NHG resident



### Sally Cabrini

Independent NED at First Group PLC and Senior Independent Governor at Exeter University.

Chair of people culture and  
governance committee

From May 2026



### Bidesh Sarkar

Over 20 years of executive board experience across government, public, private and non-profit organisations. Former Chief Financial Officer at the Department for Business & Trade.

Chair of people culture and  
governance committee



### Connie Henry

Over 20 years of leadership experience as a CEO, Chair and Non-Executive Director. International medal-winning athlete with extensive experience driving social impact and community improvement.

Chair of people culture and  
governance committee

## Group board

## Executive board



### Patric Franco

#### Chief executive

COO Foxtons Plc, COO Credit Suisse Asset Management UK; 20+ yrs in real estate & financial services; trustee World monument Fund Britain.



### Ken Youngman

#### Chief financial officer

25 years executive experience in social housing, care and commercial real estate.



### Victor da Cunha

#### Chief customer officer

Three decades of experience in social housing, currently CEO of Curo, a housing association in the South West of England (C1, G1, V2). Board member of the National Housing Federation and chair of its national Equality, Diversity and Inclusion in Housing Group.



### Keith Woolley

#### Chief technology officer (interim contract)

Senior technology leadership roles in higher education, social housing and large, complex organisations. Most recently, he was Chief Digital and Information Officer at the University of Bristol.



### Craig Wilcockson

#### Chief people officer

Experienced executive and non-executive director who has worked across public and private companies, including in the housing sector. Non-executive director and chair of the people and culture committee at Nottingham University NHG Trust.



### Matthew Cornwall-Jones

#### Chief homes officer

Chartered surveyor with 16 year career at NHG in development, housing and asset management roles, building upon 14 years of real estate experience in valuation and commercial property management roles.

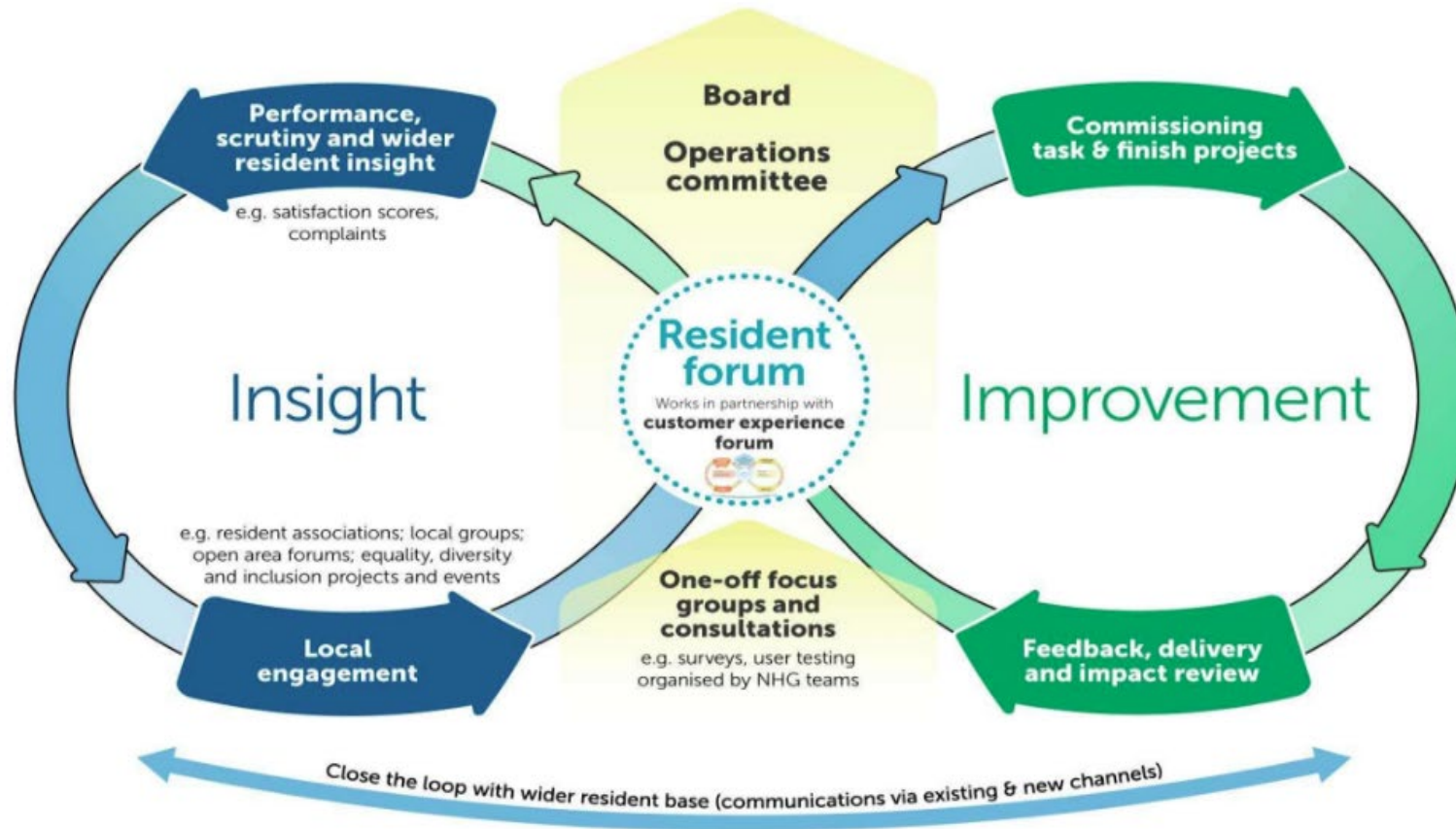


### Tabitha Kassem

#### Chief governance and risk officer

Extensive executive and non-executive level experience across both not-for-profit and private housing providers as well as in the charitable sector. A qualified solicitor, her career spans corporate governance, including compliance and assurance, as well as legal and regulatory functions.

# Resident voice informing strategic priorities



- New Resident Forum chair
- TPAS Review and action plan delivery
- Appointment of dedicated consultant resident engagement strategy lead
- 5 resident co-design groups (complaints, service charges, repairs, EDI, customer experience)

As part of our Every Voice campaign we are asking residents.....

- How would you like to engage with us?
- What topics matter to you?

A promotional poster for the "Every Voice" campaign. It features two women smiling in a kitchen setting. The top left has the "Notting Hill Genesis" logo. A speech bubble on the right contains the text "Every Voice". The main text reads "Make your voice count" followed by "This is your opportunity to influence how we communicate, deliver services and work with residents." Below this is a red button that says "Tell us what matters most to you." and a QR code. To the right of the QR code is the URL "www.nhg.org.uk/every-voice/". At the bottom, it says "Complete the 10-minute survey for a chance to win one of four £50 shopping vouchers." and provides contact information for the Resident Involvement team.

**Notting Hill Genesis**

**Every Voice**

**Make your voice count**

This is your opportunity to influence how we communicate, deliver services and work with residents.

**Tell us what matters most to you.**

Complete the 10-minute survey for a chance to win one of four £50 shopping vouchers.

[www.nhg.org.uk/every-voice/](http://www.nhg.org.uk/every-voice/)

You can take part in this survey in any way that suits you. Get in touch by e-mail to [involvement@nhg.org.uk](mailto:involvement@nhg.org.uk) or call 020 3815 0367 and one of our Resident Involvement team can help talk you through it.

# Complete 'Consumer' workstreams



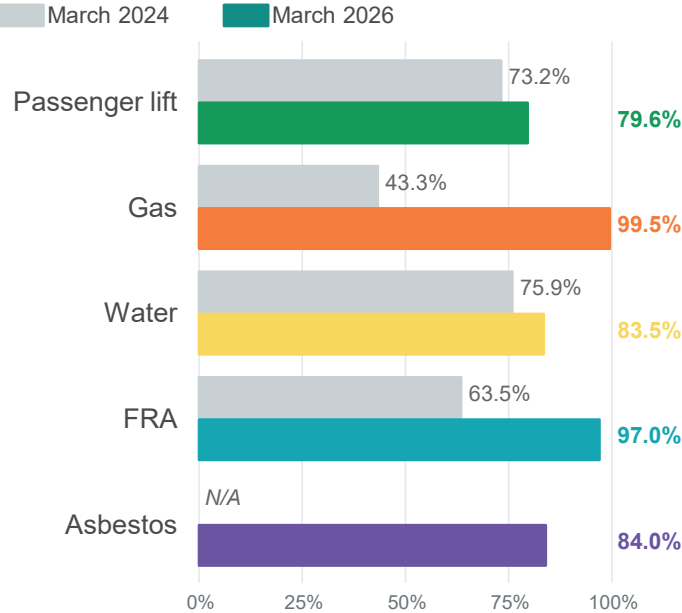
| Consumer workstream                  | Purpose                                                                                                                                                                                                      | Key milestones                                                                                                                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Third-party managed buildings</b> | To improve our oversight and reporting for buildings that are managed by third-party managing agents and provide assurance that any health and safety risks are being managed effectively.                   | <ul style="list-style-type: none"> <li>• Make system and process improvements to how we collect compliance information from third parties based on external expert advice</li> <li>• Develop robust approach to escalation when compliance information is not provided</li> </ul> |
| <b>Fire remediation</b>              | To ensure we have a clear risk-based approach to managing fire risk actions.                                                                                                                                 | <ul style="list-style-type: none"> <li>• Review and adapt our risk based approach to managing Fire Risk Assessment (FRA) actions based on external expert advice</li> <li>• Improve our internal processes for managing FRAs based on external expert advice</li> </ul>           |
| <b>Stock condition and decency</b>   | To ensure the information we hold about our homes enables the identification of risks to the safety of tenants; compliance with the decent homes standard and accurately informs our asset investment plans. | <ul style="list-style-type: none"> <li>• Carry out an additional 1500 surveys</li> <li>• Propose options for accelerating the stock condition survey programme for agreement by Board</li> </ul>                                                                                  |

# Tenant satisfaction measures

Compliance progress: March 2024 to August 2026

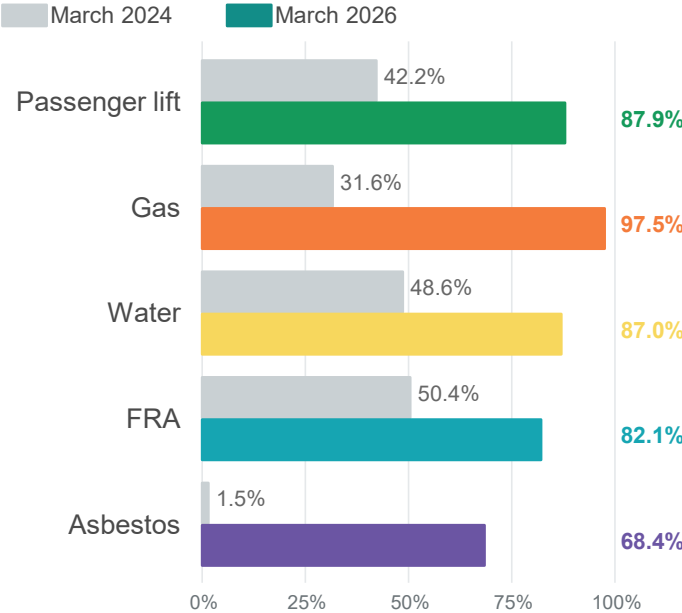
Strong improvement since March 2024, with August 2026 safety-check performance shown alongside the two building-management comparators.

## Appointed external managing agents



Largest gain: Gas +56.2 percentage points

## Other third-party managed buildings



Largest gain: Asbestos +66.9 percentage points

## Third-party managed safety checks

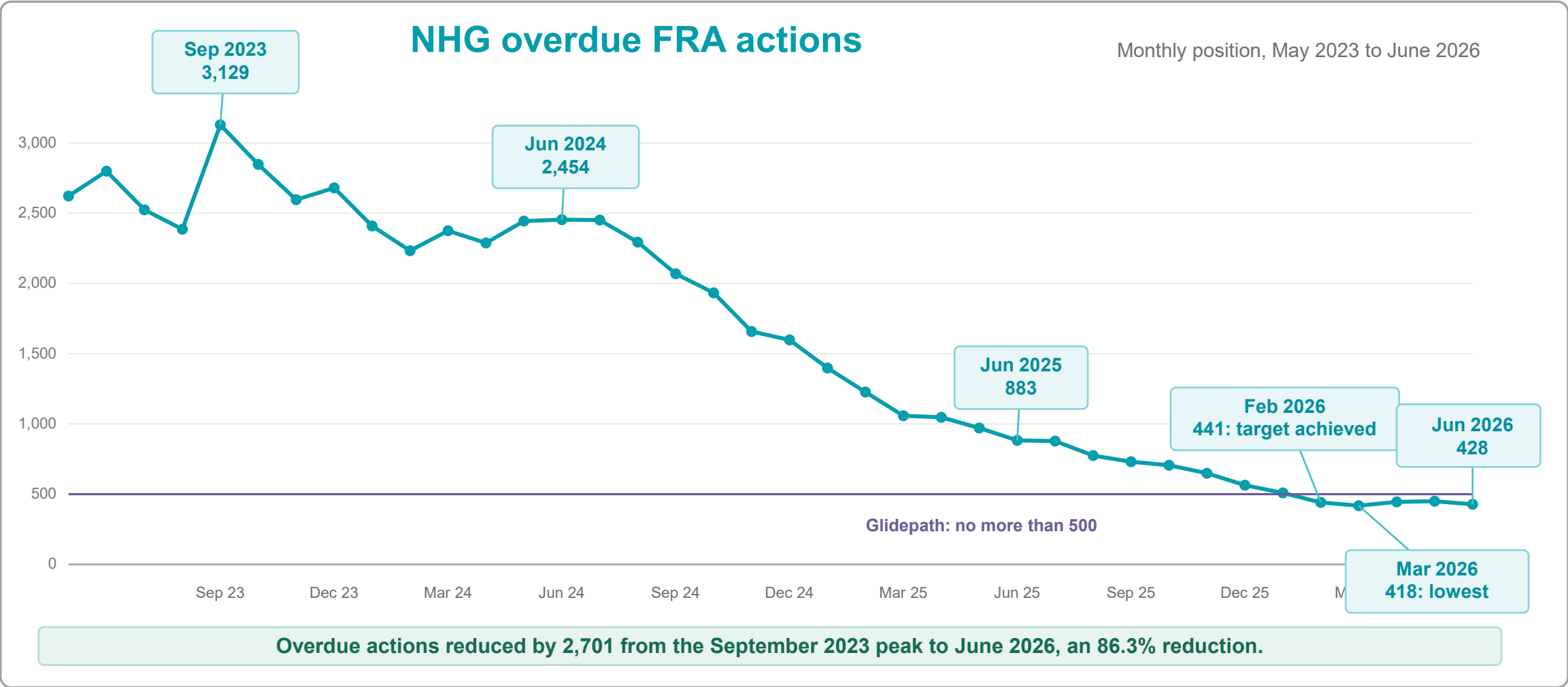
| KPI      | Target | Tolerance | Aug 26 |
|----------|--------|-----------|--------|
| Gas      | 100%   | 85%       | 92.19% |
| Fire     | 100%   | 85%       | 93.90% |
| Asbestos | 100%   | 70%       | 75.71% |
| Water    | 100%   | 85%       | 83.34% |
| Lift     | 100%   | 85%       | 89.91% |
| Electric | 100%   | 80%       | 71.66% |

August improved across all six measures; Water and Electric remain below tolerance.

# Fire risk assessment (FRA) actions



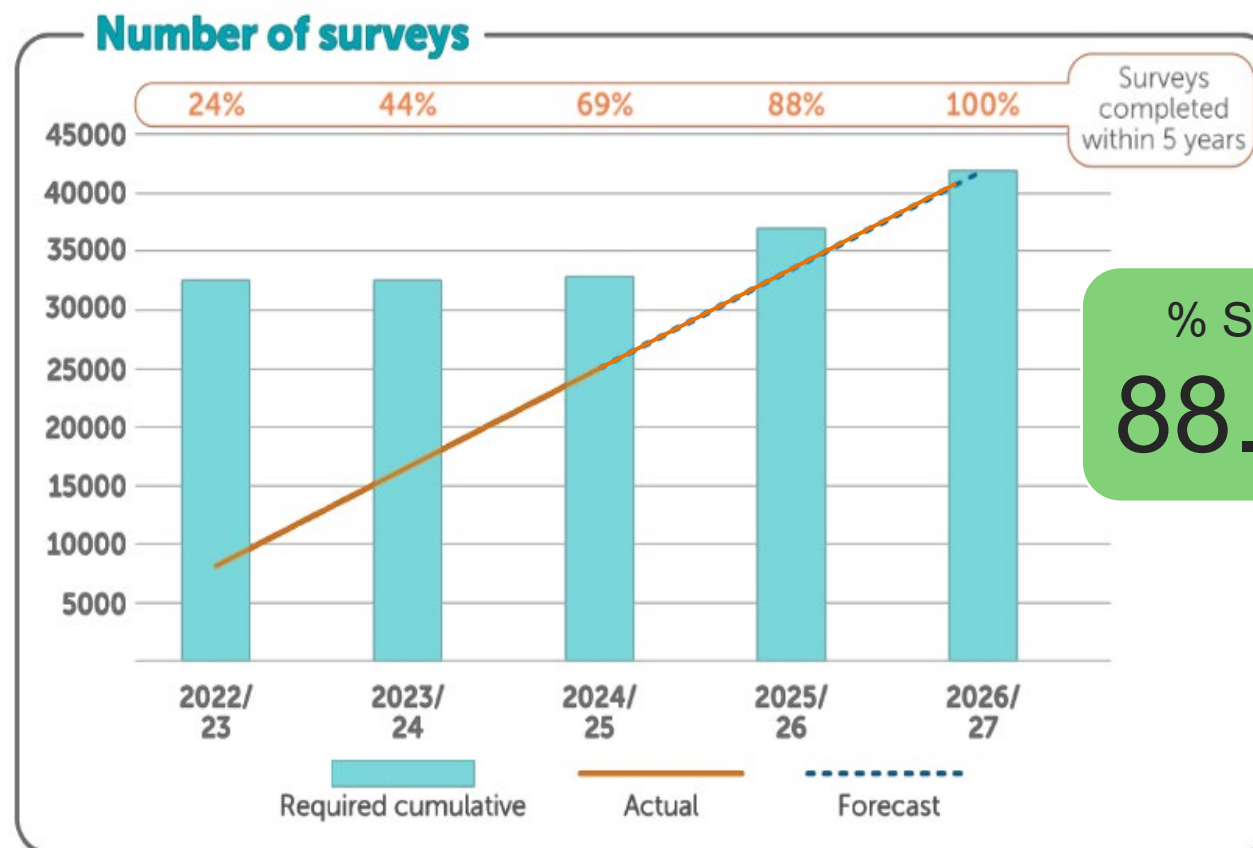
Overdue actions: sustained reduction to June 2026



# Stock condition

## Why it matters:

- Drives investment planning & long-term asset strategies
- Ensures regulatory assurance & safe, well-maintained homes
- Underpins business planning, sustainability and risk management
- Supports Decent Homes compliance



# BREAKOUT SESSIONS



## What do you think?

### Measures

Do the measures feel right?

Is the target too high / too low / just right?

### Tolerances

Do the tolerances feel right?

Should we accept performance within a tolerance or only accept achieving the target?

### Monitoring

How would you like / expect residents to be part of monitoring our performance against these and other RCP measures?

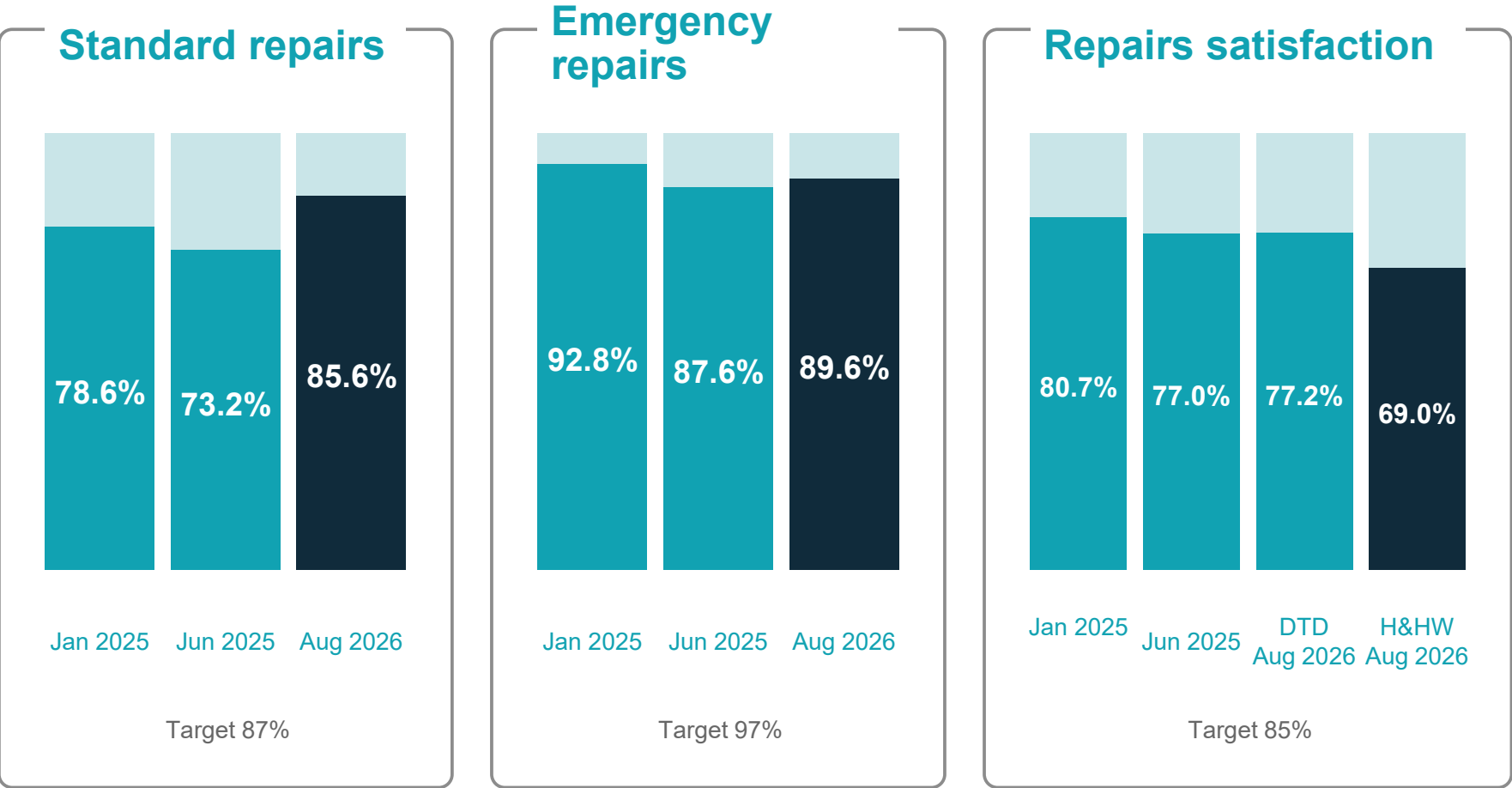
# Ongoing Consumer Workstreams & focus of the 'breakout' sessions



| Consumer workstream               | Purpose                                                                                                            | Key milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Repairs and damp and mould</b> | To provide an effective, efficient and timely repairs and maintenance service across all homes and communal areas. | <ul style="list-style-type: none"><li>• Improve our ability to fix repairs first time, and the way we make repair appointments, increasing the number that are kept</li><li>• Re-procure NHG responsive repairs contract</li><li>• Review the number of overdue repairs and put in place a risk-based approach to effectively manage work in progress (WIP)</li><li>• For damp and mould cases - improve the reporting of remediation timeframes and how we handle repeat cases</li></ul> |

# Repairs Performance

completed in time



- Standard repairs recovered strongly from 73.2% in June 2025 to 85.6%.
- Emergency repairs improved from 87.6% in June 2025 to 89.6%, but remain below target.
- Satisfaction remains the key concern: 77.2% for DTD and 69.0% for H&HW against an 85% target.
- WPS, Axis and Cardo mobilised in Q1 2026/27. Increased repair demand for Axis and Cardo is impacting their ability to complete repairs in time which will detrimentally impact repairs satisfaction during Qtr 2.

January 2025 to August 2026

# Repairs: proposed target and tolerances

| Existing Board measure used as KRI                       | Current target | Proposed Target | Recommended<br>- <i>Proposed tolerance</i> -<br><i>cautious</i> |
|----------------------------------------------------------|----------------|-----------------|-----------------------------------------------------------------|
| Transactional repairs satisfaction                       | ≥87%           | ≥81%            | 78% - 80.9%                                                     |
| Standard repairs completed in time                       | ≥85%           | ≥85%            | 82% - 84.9%                                                     |
| Emergency repairs completed in time                      | ≥97%           | ≥97%            | 95% -96.9%                                                      |
| Satisfaction with communication about repair             | n/a            | ≥76%            | 73% -75.9%                                                      |
| Open and overdue standard repairs as a proportion of WIP | n/a            | ≤12%            | >12% -15%                                                       |

**Proposal:** 75% of the above performance measures are achieved for a period of **3 months** for the workstream outcomes to be considered met

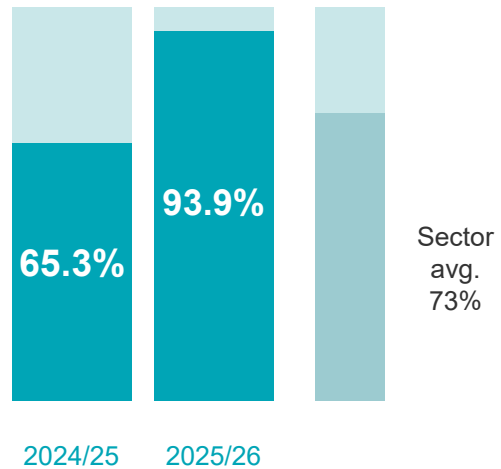
| Consumer workstream | Purpose                                                               | Key milestones                                                                                                                                                                                                                                                                                 |
|---------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Complaints</b>   | To ensure complaints are addressed fairly, effectively, and promptly. | <ul style="list-style-type: none"><li>• Root cause analysis of complaints by external expert to inform service improvements</li><li>• Review resource requirements based on current complaint volumes</li><li>• Introduce regular quality monitoring in line with consumer standards</li></ul> |

# Complaints Performance

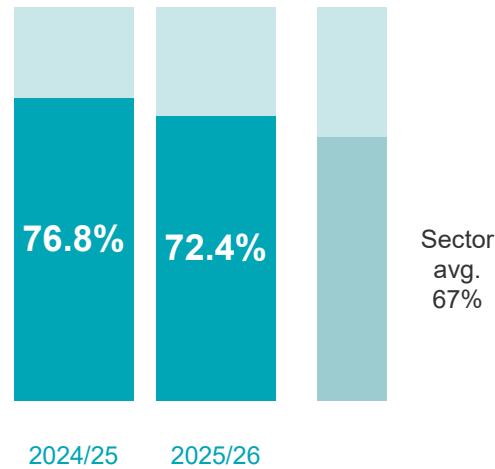
responded to in time



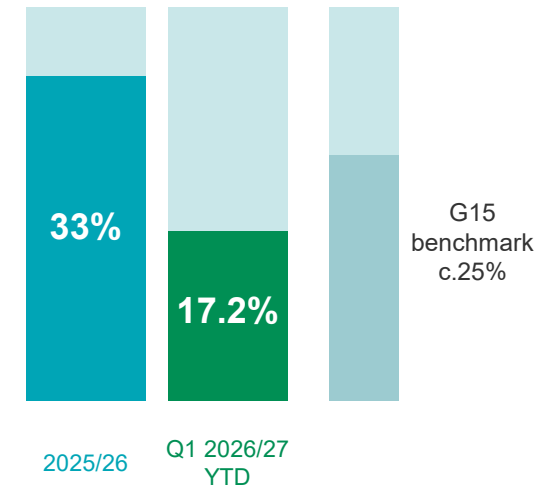
## Stage 1 complaints



## Stage 2 complaints



## Stage 1 to 2 escalation



- Stage 1 timeliness improved from 65.3% to 93.9%, above the 73% sector average.
- Stage 2 timeliness was 72.4% in 2025/26, compared with 76.8% in 2024/25 and the 67% sector average.
- Escalation reduced from 33% in 2025/26 to 17.2% Q1 2026/27 YTD; the latest measure may rise as cases mature through the escalation window.
- 53% of Stage 2 escalations examined in Q2 were linked to incomplete Stage 1 monitoring actions.

# Complaints: proposed target and tolerances

| Existing Board measure used as KRI            | Current target | Proposed Target | Recommended<br>- <i>Proposed tolerance</i> -<br><i>cautious</i> |
|-----------------------------------------------|----------------|-----------------|-----------------------------------------------------------------|
| Stage 1 complaints completed within timescale | ≥90%           | ≥90%            | 87% - 89.9%                                                     |
| Stage 2 complaints completed within timescale | ≥90%           | ≥90%            | 87% - 89.9%                                                     |
| Escalation from Stage 1 to Stage 2            | n/a            | ≤25%            | >25% - 28%                                                      |
| Reduction in overdue backlog                  | n/a            | ≥25%            | 20% - 24.9%                                                     |
| Complaint QA pass rate                        | n/a            | ≥80%            | 75% - 79.9%                                                     |

**Proposal:** 75% of the above performance measures are achieved for a period of **3 months** for the workstream outcomes to be considered met

| Consumer workstream                      | Purpose                                                                                                                                                                                                         | Key milestones                                                                                                                                                                                                                          |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Resident engagement and influence</b> | <p>To evaluate our new resident involvement model to check it is delivering as originally intended and demonstrate we take resident views into account when making decisions about how we provide services.</p> | <ul style="list-style-type: none"><li>• Provide regular reporting on the outcomes from resident engagement activities</li><li>• External expert to carry out an evaluation of our approach to tenant engagement and influence</li></ul> |

# Resident Engagement: proposed target and tolerances



| Existing Board measure used as KRI                | Current target | Proposed Target | Recommended<br>- <i>Proposed tolerance – cautious</i> |
|---------------------------------------------------|----------------|-----------------|-------------------------------------------------------|
| TSM: my landlord listens and acts                 | n/a            | Improves        | No material deterioration and improving trend         |
| Residents involved in engagement activities       | 150            | ≥300            | At least 90% of profiled trajectory                   |
| Previously uninvolved residents                   | 50             | ≥20%            | 18% - 19.9%                                           |
| Residents satisfied with involvement activity     | 70%            | ≥60%            | 55% - 59.9%                                           |
| Diversity reflects resident population            | 25%            | Agreed range    | Limited gap with targeted action                      |
| Core communications offered in accessible formats | n/a            | 100%            | 95% - 99.9% with no unmet adjustment                  |
| Key customer journeys validated with residents    | n/a            | All agreed      | At least 90% with no material concern                 |

**Proposal:** 75% of the above performance measures are achieved for a period of **3 months** for the workstream outcomes to be considered met

# BREAKOUT SESSIONS



## What do you think?

### Measures

Do the measures feel right?

Is the target too high / too low / just right?

### Tolerances

Do the tolerances feel right?

Should we accept performance within a tolerance or only accept achieving the target?

### Monitoring

How would you like / expect residents to be part of monitoring our performance against these and other RCP measures?

# Next steps

- Gather & review feedback form today; share slides and feedback with you
- Finalise measures informed by your feedback for NHG Board (23 September 2026)
- Seek Regulator of Social Housing endorsement
- Utilising the Customer Experience resident service design group to continue to 'test' our stated RCP performance
- Keep you informed of progress against measures in our resident newsletters



**Thank you**